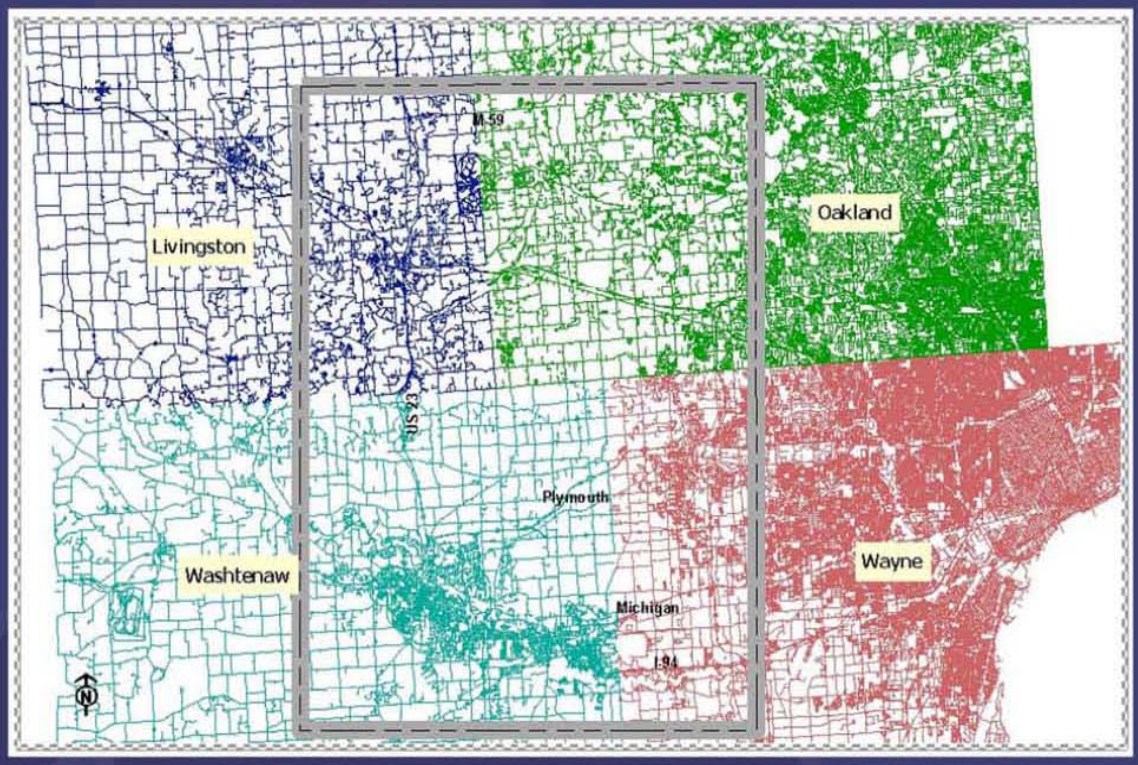
Regional Transit Study



Prepared for:
Northfield's Human Services
People's Express Transportation Service

Prepared by:
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May 31, 2005

Existing Conditions

Introduction

Parsons Brinckerhoff was retained by the People's Express, Northfield Human Services (NHS) to conduct a regional transit study. The study is funded through a MDOT grant. Parsons Brinckerhoff's charge is to evaluate the existing conditions in the study area, focusing primarily on the demographic indicators including population, employment, the distribution of the senior, elderly and transit-dependent population and major trip generators. Based on the existing conditions analyses and identifiable alternative transportation needs, transit service and route recommendations will be provided along with an implementation and funding recommendations.

The broader study area for the transit study includes eastern part of Washtenaw County, western parts of the Oakland and Wayne counties and eastern Livingston County. The service/market area(s) for the Northfield Human Services, Ride with Pride of Highland Township, and the Lyon Township Senior Services are the primary focus of the study. The transit-dependent residents of eastern Livingston and western Oakland counties constitute the primary clientele.

There is no public transit option available for the study area residents. The existing public transit provided by SMART and DDOT stop east of the study area. Specifically, fixed transit provided by SMART stop at the City of Farmington Hills, outside the eastern end of the study area. In absence of the traditional fixed route public transit, demand-responsive para-transit services provided by the Northfield Human Services (NHS), Highland Ride with Pride and Lyon Township Senior Center bridge a critical mobility gap for the transit dependent residents in the area. The suburban migration patterns in the southeast Michigan indicate significant movement from urbanized areas of Wayne County to Western parts of Wayne, and to Oakland and Livingston counties. The resulting expectations related to transit are also transferred; lack of public transit options force communities including Highland, Milford, and Lyon Township to provide demand responsive para-transit service that is often entirely supported through their general funds.

The primary population groups served by nearly all of the paratransit programs are senior citizens and persons with disabilities. Although, these two groups represent a large number of mobility-limited population; two other groups, the young and low-income population suffer from similar mobility constraints, especially in an automobile environment such as southeast Michigan.

Study Background

As discussed at the outset, public transportation is becoming an increasingly important issue in Southeast Michigan. The population growth in the study area and growing elderly population is driving the need for the expansion/enhancement of available transit. According to U.S. Census population data and estimates and the SEMCOG regional demographic information as updated based on 2000 Census indicate a 35-percent growth in Livingston County, over 10-percent growth in Oakland County and a 14.1-percent growth in Washtenaw County. According to the County adopted forecast, Oakland County's population is expected to grow at least 14 percent between 2000 and 2030. Although, Wayne County witnessed a population decline, our data indicates that the western part of Wayne County is growing at pace higher than the rest of Wayne and will likely have a positive impact on the travel patterns in the study area.

Population is not yet sufficiently dense to support traditional transit service. However, as mentioned earlier, a growing segment of the population is increasing relying on an alternative to personal vehicle due to physical disabilities, old age and and/or economic reasons. The mobility needs of the transit dependent population are not being addressed by supplementary transportation programs that are funded by human service agencies such as Northfield Human Services.

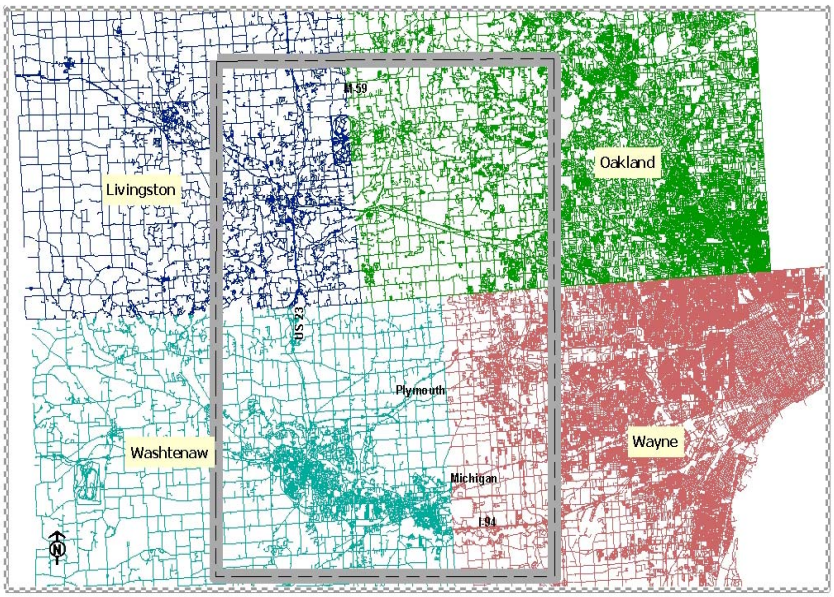
This project was undertaken to assist the NHS with the identification of practical, effective strategies for coordinating the human service transportation programs currently in operation, in order to improve the efficiency of those services and to maximize their ability to meet current and future mobility needs. Given the limited level of service currently available, an important component of the project was to assess the level of need for public transportation services in the County in order to provide a blueprint for the continued development of the coordinated system and to inform future public transportation decisions.

In addition to the existing conditions analyses including a detailed inventory of demographic and roadway conditions; other project tasks included:

- Collection of data about existing services by NHS and other independent transit service provided by human service providers in the area
- Estimation of the need for human service agency paratransit and flex route services
- Identify service gaps and overlaps
- Identification of appropriate models and strategies based on coordination practices in other areas based on a limited Peer Review
- Evaluation of strategies for their applicability to study area
- Preparation of a coordination plan

General Study Area Profile

The study area is bounded by M-59 on the north, one mile east of I-275 on the east, one mile west of US-23 on the west, and I-94 in the south. It should be noted that the study boundary on the west includes greater than a mile as originally outlined in the RFP, primarily to capture the tremendous residential growth in the areas west of US-23 in Livingston County within the study's market shed.



Based on the discussions with Northfield Human Services and surrounding communities, the study area was reviewed to identify the critical service core and the general ridership shed. The population and employment distribution for the study area indicates significant population and household growth in the west. From discussions with the client, it has been affirmed that the western sections of the study area contain the study's major ridership shed.

Following provides the demographic highlights for the study area.

- ***Aging Population:*** The population growth in the study area and growing elderly population is driving the need for the expansion/enhancement of available transit. By 2030, Southeast Michigan will be home to nearly twice as many people over age 65 than there were in the 2000 Census, according to data released by SEMCOG, the Southeast Michigan Council of Governments. SEMCOG data analyses indicate that service jobs relating to the elderly will grow. "The school buildings of today may become the senior centers of tomorrow." (Jim Rogers, Data Manager, SEMCOG).

  The study area has pockets of higher concentrations of older population Lyon Township has one of the larger concentrations (27-percent) of the senior population.

- ***Employment Patterns-*** The employment patterns in the study area are fairly dispersed. In addition to residential, smaller manufacturing, service, retail, educational and institutional uses constitute the land use.

- ***Major Trip Generators:*** Since 1990, the Ann Arbor University Medical Center has undergone continuous expansion, including the addition of a major cancer center facility. The medical center's growing importance in the region as a center of excellence and Level One trauma center has resulted in increased transportation needs to reach the facility from both within and outside of Ann Arbor. The other major area destinations include area hospitals, community centers, schools and local professional offices.

- ***Commute Patterns:*** Data from the 2000 Census indicates important facts about the commuting patterns in Southeast Michigan. The region experienced moderate growth in total population, work force, and jobs from 1990-2000. From 1980-1990, the number of workers and jobs grew at rates similar to 1900-2000, despite a slight decrease in the region's population from 1980-1990.

  Both the number and percentage of residents in Southeast Michigan working outside their county of residence increased from 1980-2000. During the decade 1980-1990, the increase was four percent, but the increase was only one percent from 1990-2000. All counties in Southeast Michigan, except for Oakland County, experienced an increase in the percentage of residents commuting outside their county from 1980-2000 and 1990-2000.

Focusing on the service area of the transit study partners including People's Express of Northfield Human Services (NHS) and Ride with Pride of Highland Township, it is observed the market area has tremendous growth in the last ten years. No fixed route transit is available in the study area as noted earlier. The existing fixed transit provided by SMART stop east of the study area and services provided by AATA cover southwest part of the study area.

Although NHS has multiple ride origination areas, the NHS is listed in the Whitmore Lake in Livingston County. NHS is subcontracted to provide demand-responsive transit service in Northeast section of Washtenaw County, South Lyon and Milford, covering cross-county and multiple jurisdictional boundaries. In absence of traditional fixed route service, the unmet transit need is being provided by NHS, Highland Senior Center, Ride with Pride are invaluable to the transit dependent citizens in the area.

Demographic Profile

The section discusses the key demographic indicators that relate to the transit needs in the study area. Among these are the population changes, the composition of the population including age and percentage of zero-auto households, employment, commute patterns and major trip generators.

The SEMCOG regional demographic information as updated based on 2000 Census indicates a **35-percent growth in Livingston County**, over **10-percent growth in Oakland County** and a **14.1-percent growth in Washtenaw County**. According to the County adopted forecasts, Oakland County's population is expected to grow at least 14 percent between 2000 and 2030. Although, Wayne County witnessed a population decline, our data indicates that the western part of Wayne County is growing at pace higher than the rest of Wayne and will likely have a positive impact on the travel patterns in the study area.

In addition, the study reviewed the major growth areas of Livingston, Oakland and Washtenaw counties with adequate importance to the impact of City of Ann Arbor and surrounding destinations. The City of Ann Arbor is nearing build-out and population growth is slowing, many communities surrounding the City have experienced explosive growth since 1990. The outlying areas of Ann Arbor, the Pittsfield Township, southeast of Ann Arbor, saw population growth of over 70% between 1990 and 2000, adding over 12,000 residents. Other nearby communities such as Saline, York Township and Northfield Township anticipate steady growth through the planning horizon. Growth in these surrounding communities has resulted in evolving demands on the transportation system within and outside Ann Arbor, as the center of major employment and commerce in the area.

TOTAL POPULATION BY COUNTY	1990 CENSUS	2000 CENSUS	AUG 2004 SEMCOG	2030 FORECAST	1990-2000 % CHANGE
Livingston	115,645	156,951	178,504	282,552	35.7%
Oakland	1,083,592	1,194,156	1,213,492	1,333,573	10.2%
Wayne	2,111,687	2,061,162	2,018,923	2,013,975	-2.4%
Washtenaw	282,937	322,770	344,029	448,020	14.1%

The 562,000 increase in people over age 65 in 2030 means that this age group will grow more than any other age group and that growth will be significant in nearly every community in Southeast Michigan. The age-65-and-over group will more than double in each of Southeast Michigan's counties, except Wayne, which will see a 69 percent increase. In the region's largest communities, the age-65- and-over population will increase substantially, while total population and most other age groups decrease or experience marginal increase. SEMCOG's age forecast projects age-group population in five-year

Figure 1: SEMCOG 2000 Model Population Distribution in the Study Area

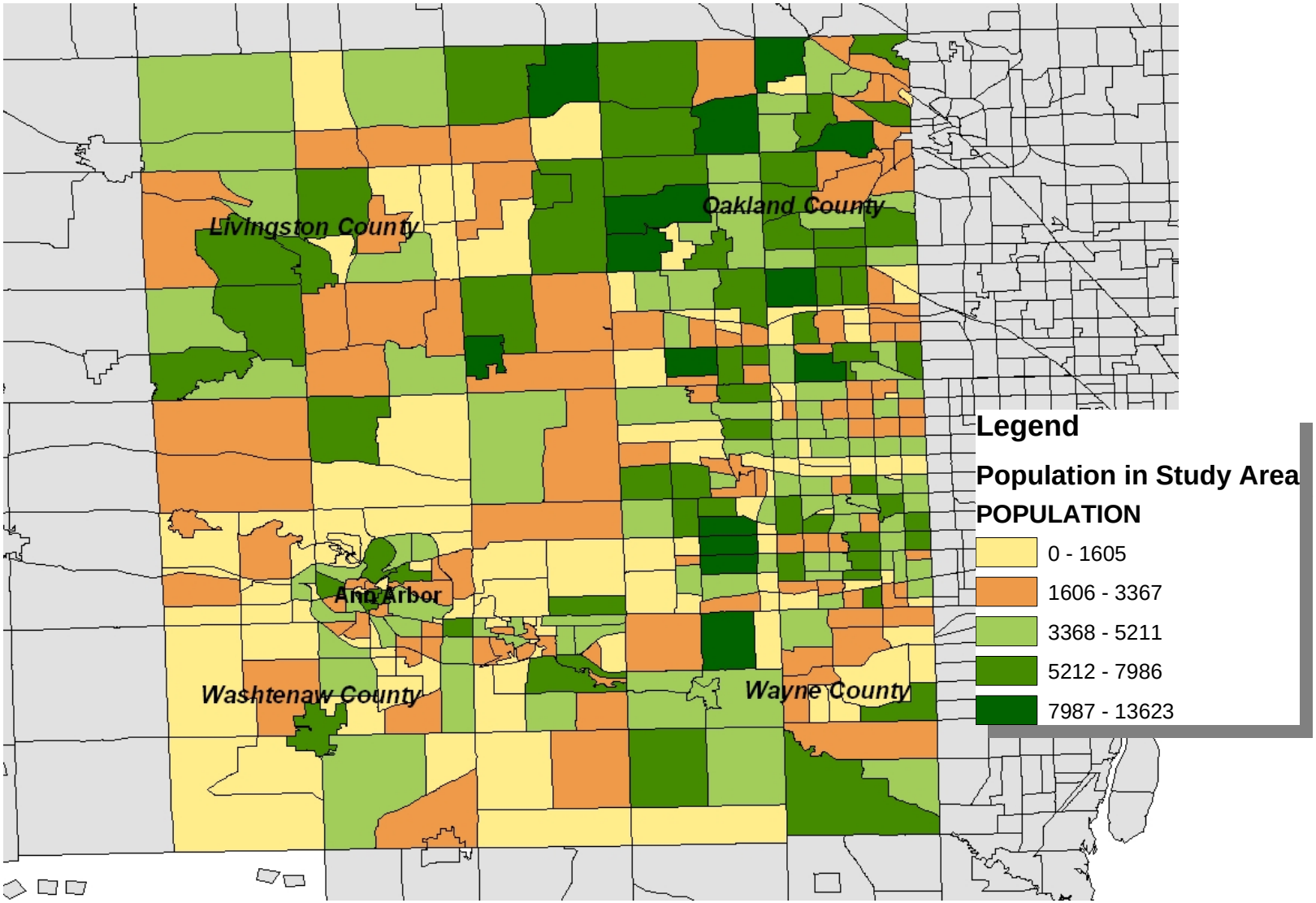


Figure 2: SEMCOG 2000 Model Employment in the Study Area

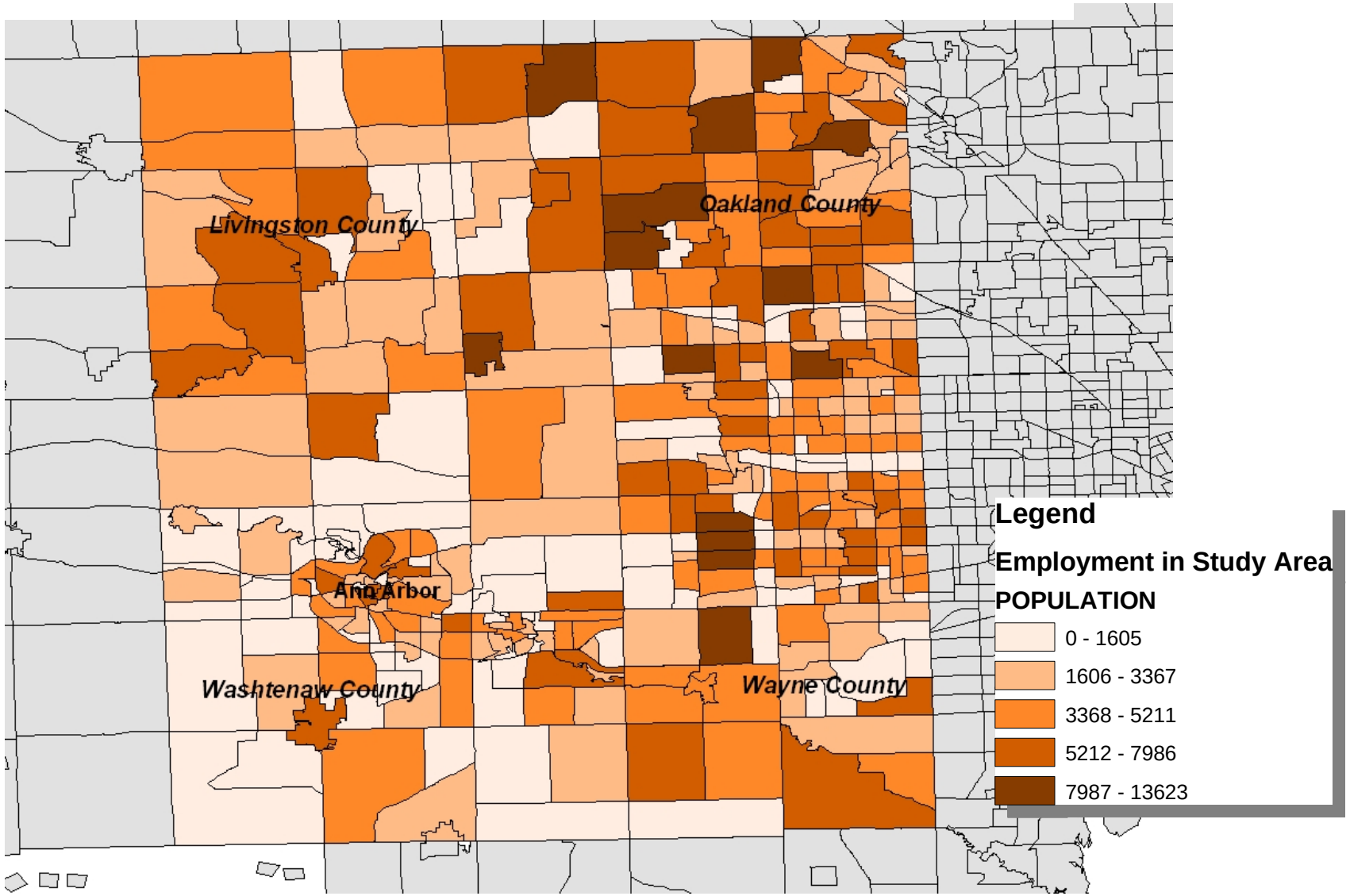
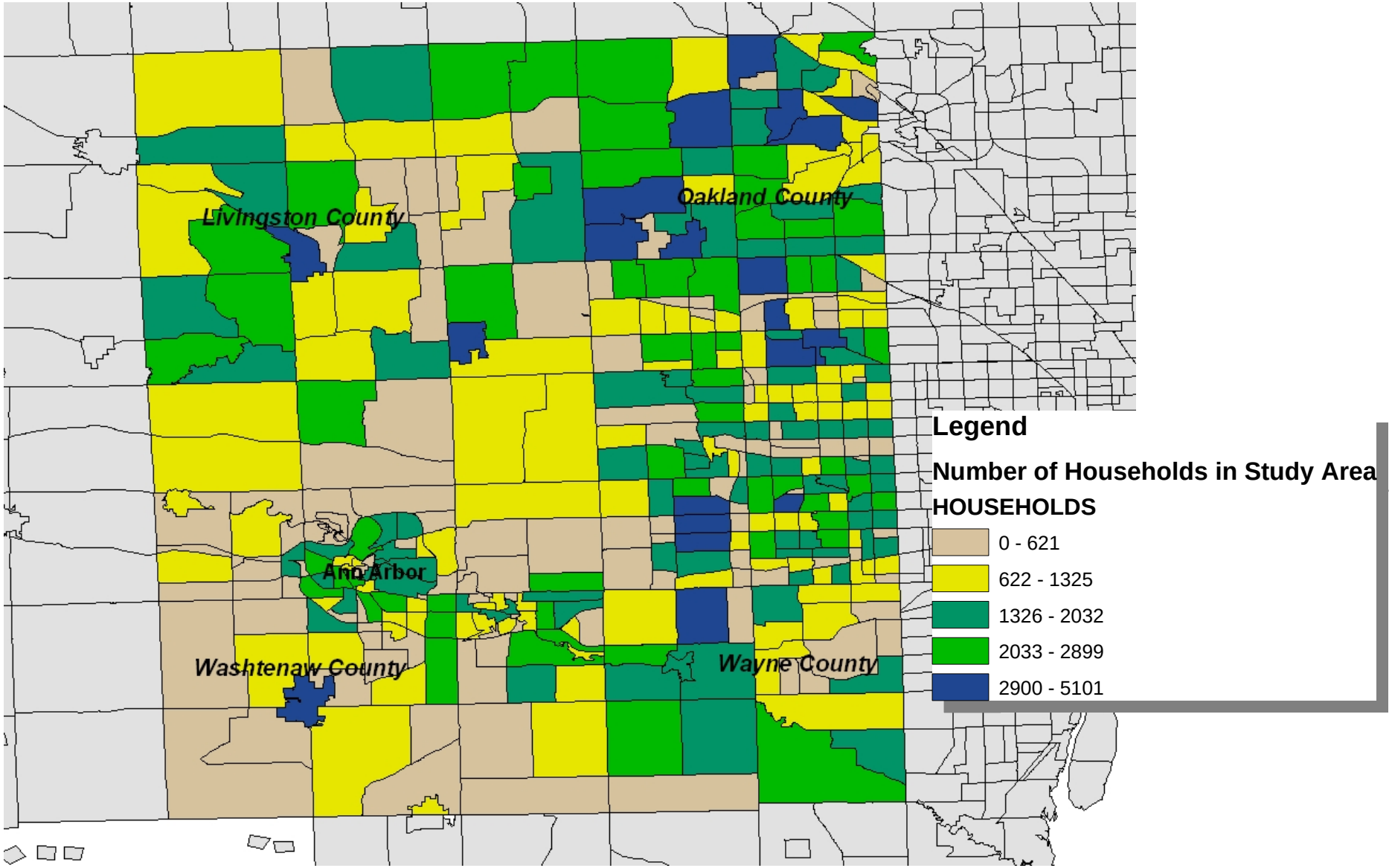


Figure 3: SEMCOG 2000 model Households in the Study Area



increments from 2000 through 2030. Over the next 30 years, the baby boom generation will move from the 35-54 age-group (a key segment of the working-age population) to the 65-and-over age group. By 2030, all of the baby boomers will be over age 65, traditionally the age when most people retire from work. The retirement age baby boomers will be the major factor in the nearly doubling of the 65-and-over age group population by 2030. In 2000, the 65-and-over age group totaled 567,200; in 2030, this number will be 1,130,000. Another aspect of this shift is the continued increase in longevity. This is especially evident in the oldest segment of the 65-and-over group, those 85 and over, which will also double in size by 2030, up from 66,000 to 133,200.

"Mobility limitation", as used in 1990 Census questionnaires, refers to a physical or mental health condition which lasts for six months or more and makes it difficult for the individual to go outside of the home alone to activities such as shopping or medical appointments. While the number of persons with mobility limitations in an area is likely to be a broader group than persons with a disability, the measure is typically used as a rough estimate of the number of individuals representing the market for public transportation, particularly demand-responsive, or paratransit, services.

Although the 2000 census data on mobility limitation was not available, the 1990 estimates on mobility limitation for Livingston and Oakland Counties was used to assess the level of dependency that can be expected within the market area.

The following two tables indicate the number and percentage of the Disabled Civilian Non-institutionalized Persons in Livingston County. This information will be useful starting point in identifying a key market sector for both People Express and Ride with Pride. The final report will include similar estimates for Oakland and Washtenaw Counties.

Table 1: Disability of Civilian Non-institutionalized Persons in Livingston County (Persons 16-64 Years)

Categorization	Number
Persons 16-64 Years- 76,079	
With a mobility or self-care limitation	**2,298**
With a mobility limitation	1,119
With a self-care limitation	1,650
With a work disability	**4,651**
In labor force	2, 178
Prevented from working	1,951

Table 2: Disability of Civilian Non-institutionalized Persons in Livingston County (Persons 65 Years and Over)

Categorization	Number
Persons 65 Years and Over- 9,215	
With a mobility or self-care limitation	**1,669**
With a mobility limitation	1,306
With a self-care limitation	900

Livingston County also has 13,273 individuals with civil veteran status with 16 years and 2,374 individuals that are 65 years and over.

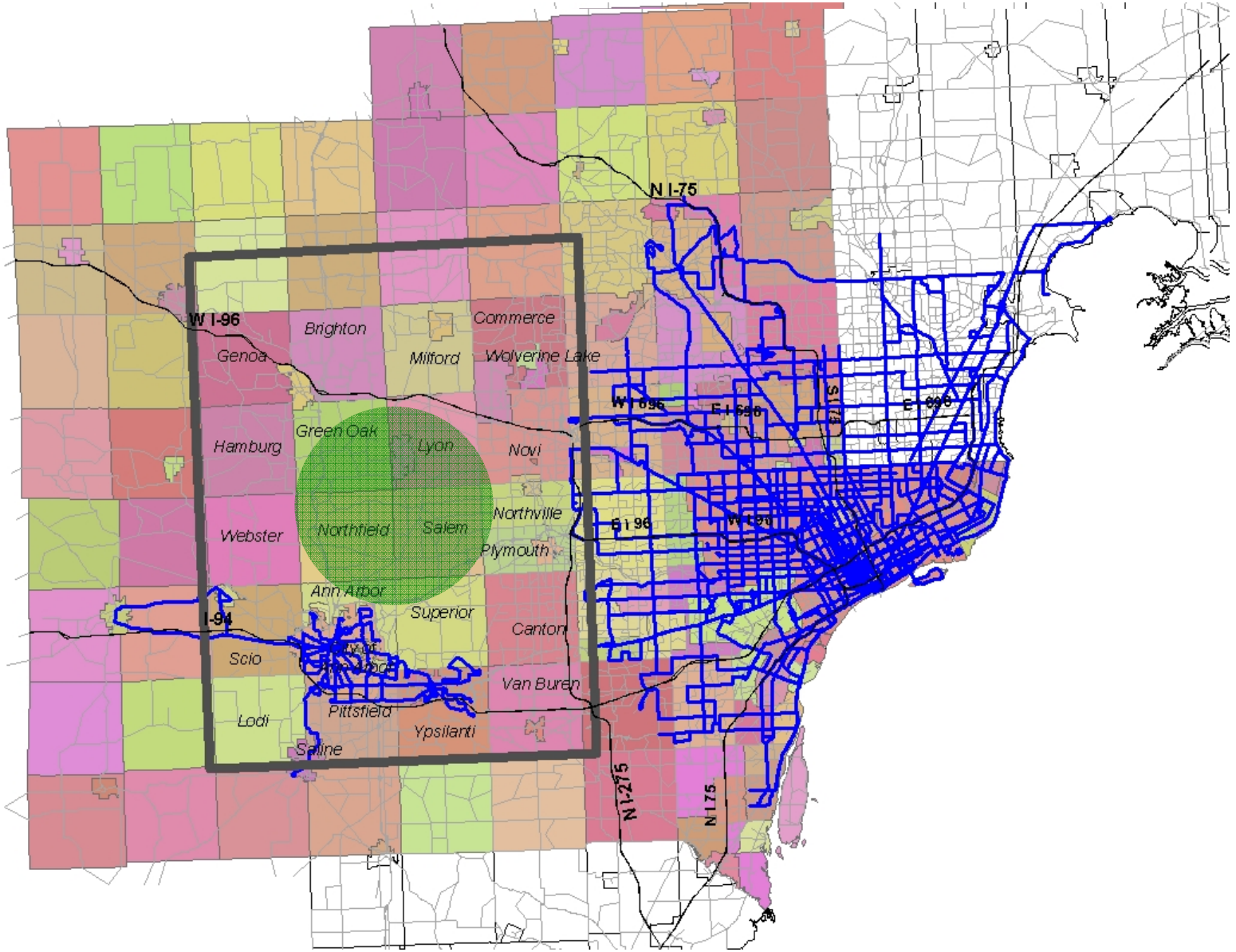
According to the estimates of Lyon Township, the community has the one of the highest concentrations of senior citizens, averaging approximately 28-percent.

Employment Patterns

The average travel time to work for those residents in Southeast Michigan who worked outside the home increased from 23.3 minutes in 1990 to 26.0 minutes in 2000. This increase of 2.7 minutes is similar to Michigan's increase of 2.9 minutes and the national increase of 3.1 minutes.

Data from the 2000 Census shows that the region experienced moderate growth in total population, work force, and jobs from 1990-2000. From 1980-1990, the number of workers and jobs grew at rates similar to 1900-2000, despite a slight decrease in the region's population from 1980-1990. Figure 2 indicates major trip generators in the study area including a regional distribution of retail centers. Figures 5 indicate major industrial, major shopping and major hospitals and medical centers. The land use is dispersed making access to hospitals, employment, and other regional shopping centers difficult for transit-dependent.

Figure 4: General Study Area with Existing Fixed Route Transit



Map Source: Parsons Brinckerhoff

Figure 5: Major Regional Trip Generators in the Study Area

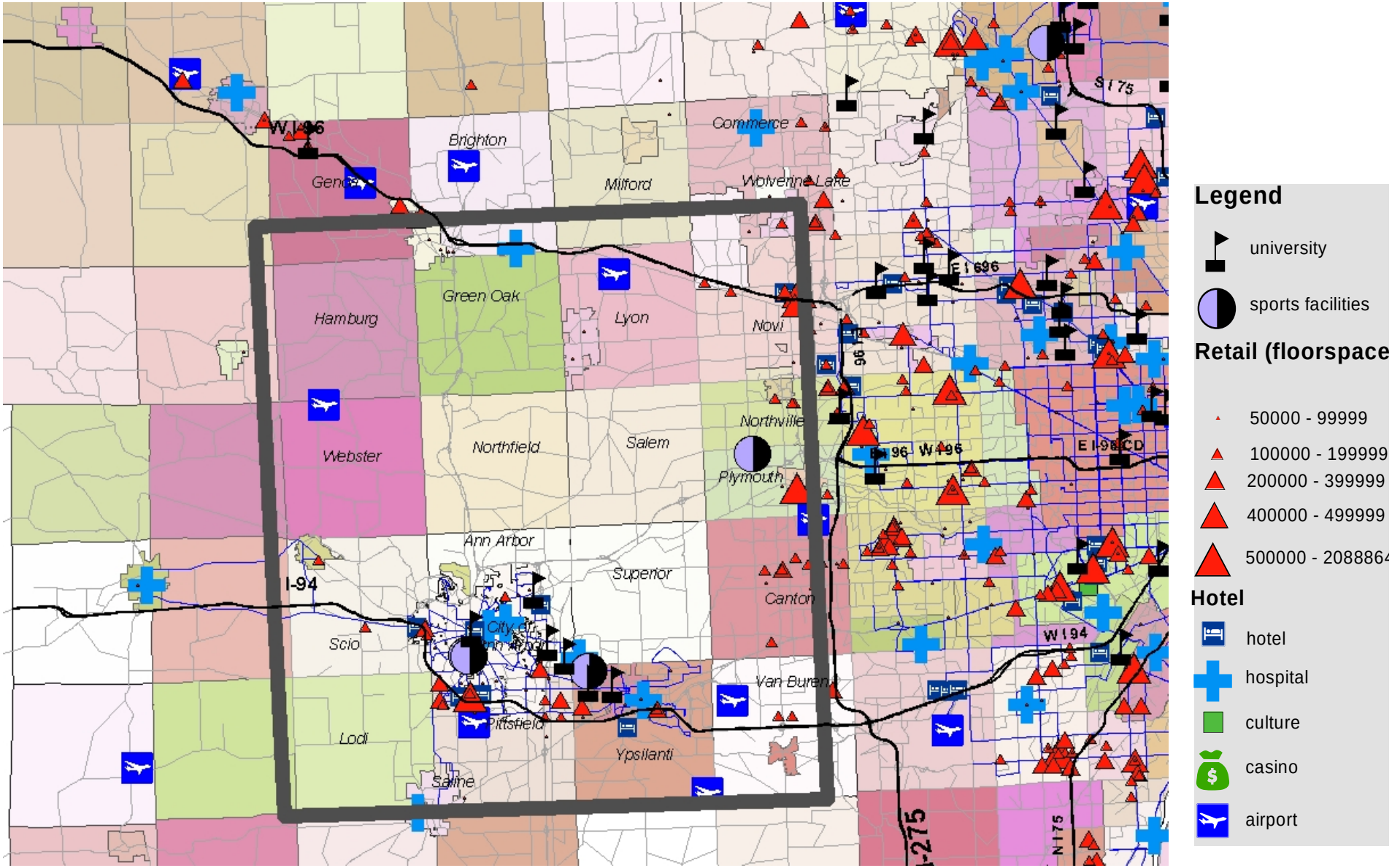
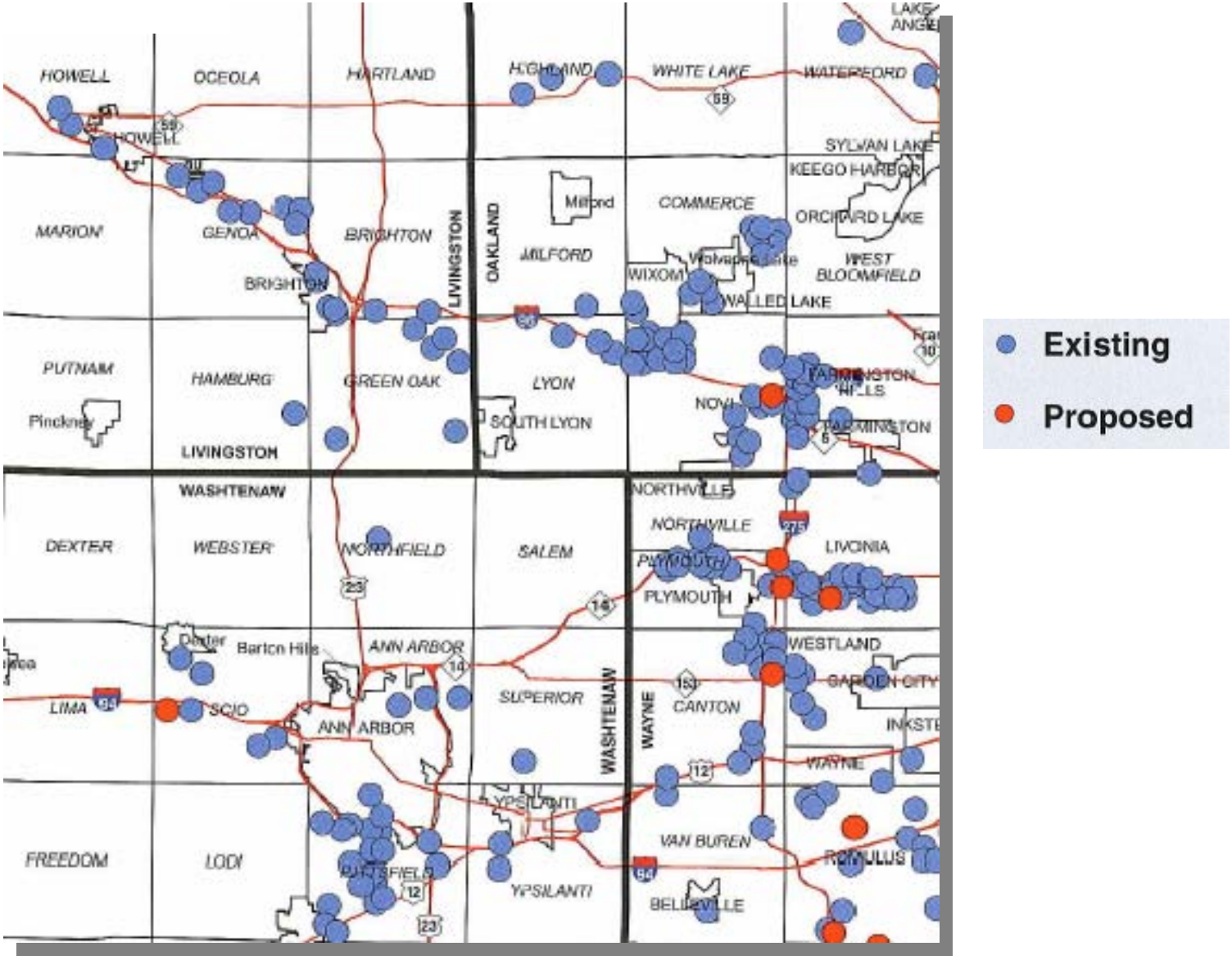
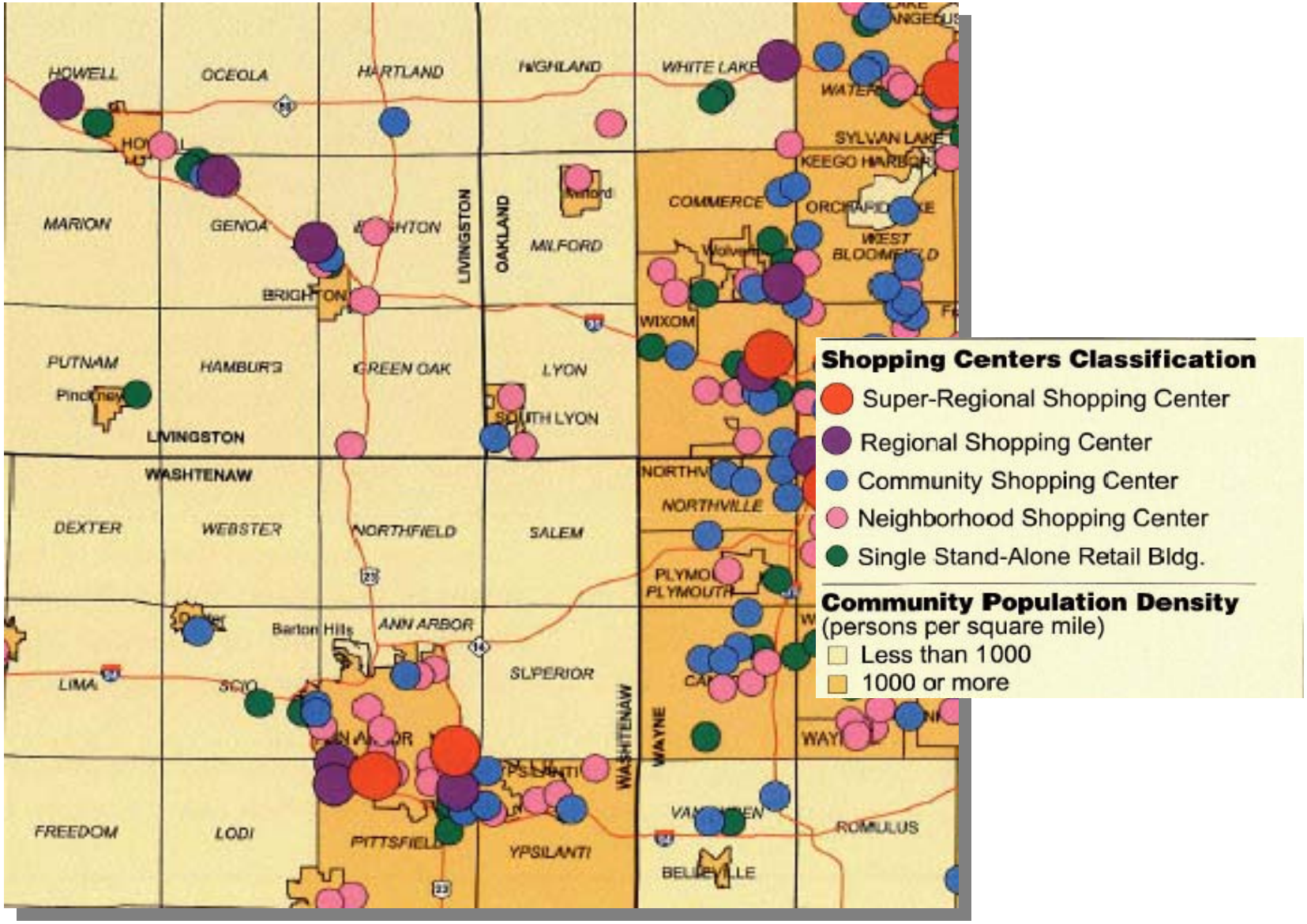


Figure 6: Major Industrial Centers



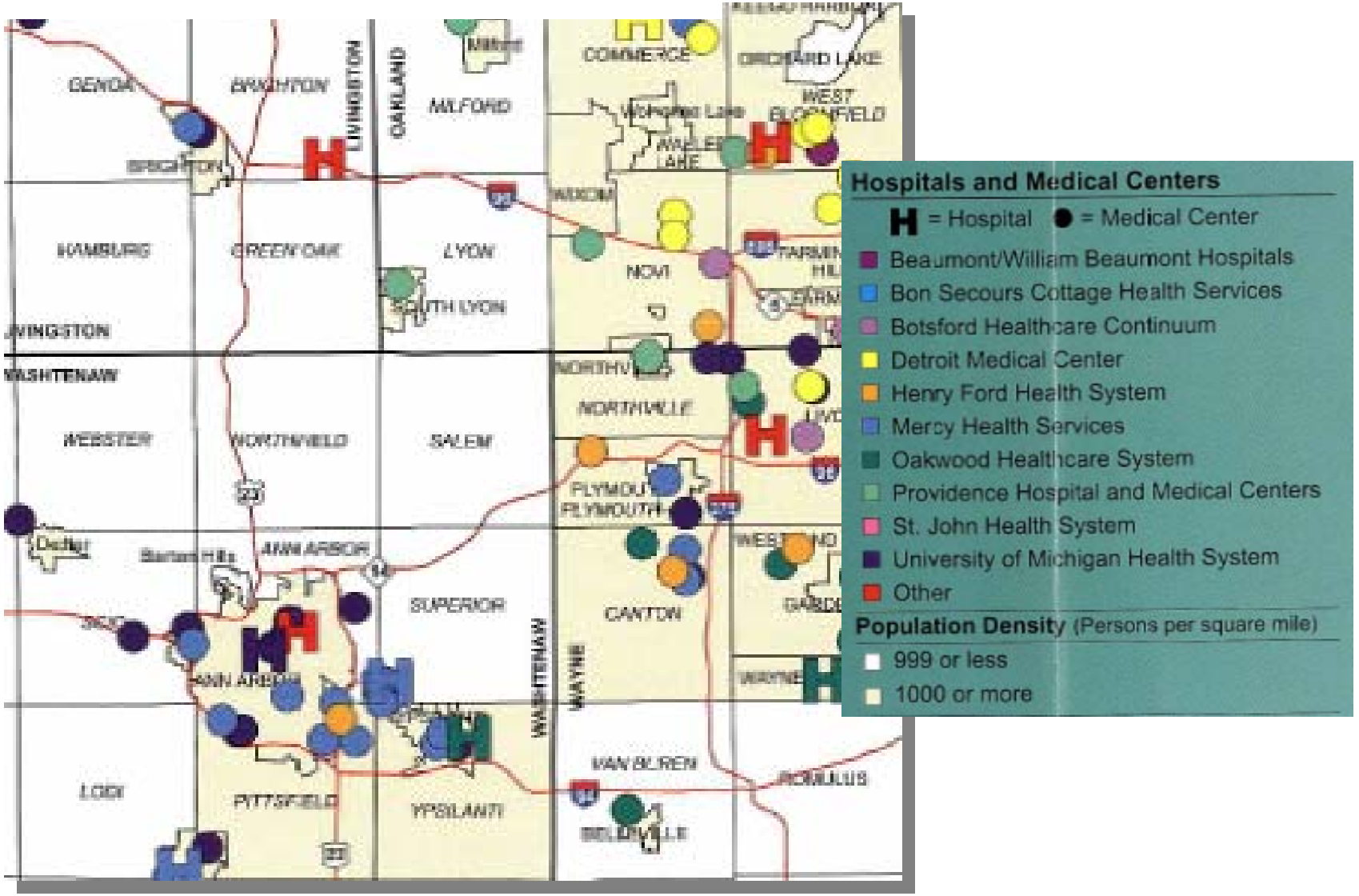
Map Source: Southeast Michigan of Governments (SEMCOG)

Figure 7: Major Shopping Centers



Map Source: Southeast Michigan of Governments (SEMCOG)

Figure 8: Major Hospitals and Medical Centers



Map Source: Southeast Michigan of Governments (SEMCOG)

Transit Needs Assessment

Public transportation is becoming an increasingly important issue in Southeast Michigan. The population growth and growing elderly population is driving the need for the expansion/enhancement of available transit. According to U.S. Census population data and estimates and the SEMCOG regional demographic information indicate a 35-percent growth in Livingston County, over 10-percent growth in Oakland County and a 14.1-percent growth in Washtenaw County. According to the County adopted forecast, Oakland County's population is expected to grow at least 14 percent between 2000 and 2030. Although, Wayne County witnessed a population decline, our data indicates that the western part of Wayne County is growing at pace higher than the rest of Wayne and will likely have a positive impact on the travel patterns in the study area.

Population is not yet sufficiently dense to support traditional transit service in the study area. However, as mentioned earlier, a growing segment of the population is increasing relying on an alternative to personal vehicle due to physical disabilities, old age and and/or economic reasons. The mobility needs of the transit dependent population are not being addressed by supplementary transportation programs that are funded by human service agencies such as Northfield Human Services and Rideshare.

The absence of public transit forces the transit-dependent and elderly in the study area to rely on demand-responsive service provided by People's Express, Highland Ride with Pride, and Livingston Essential Transportation Services (LETS). These service providers are coordinated by RideSource; the transit dispatch service that was funded through a limited MDOT grant.

RideSource is located at the Ann Arbor Transportation Authority (AATA) facility and responsible for three key functions trip assignment, trip generation and dispatching among the different providers. In providing this critical service to people who need most, there is ongoing inter-agency and inter-municipal coordination between People Express of Northfield Human Services, Ride with Pride of Highland Township, Lyon Township Senior Center, and AATA.

This project was undertaken to assist the NHS and other local para-transit providers to take this coordination to the next level. The goal is to identify practical, effective strategies for coordinating the human service transportation programs currently in operation, in order to improve the efficiency of those services and to maximize their ability to meet current and future transit needs. Information on existing travel needs and trip making characteristics are based primarily on the transit ridership data received from the People Express, Northfield Human Services, and will be analyzed with available data from other regional para-transit providers including the Ride with Pride of Highland Township, Highland Township's Senior Service.

Para Transit Providers and Ridership

This section discusses the existing para-transit service providers in the study area including their market areas, service types and the ridership information. The study reviewed the ridership information for the People's Express of the Northfield Human Services (NHS), the Ride with Pride of Highland Township, and Livingston Essential Transportation Services (LETS). These agencies jointly provide alternative personal transportation options in Livingston, western and northwestern Washtenaw and western Oakland County communities.

People's Express serves Washtenaw County, south half of Livingston County, and part of Oakland County. People's Express operates Monday-Friday with some specialty work on weekends. All People's Express vehicles are wheelchair-lift equipped with only exception of the cars.

Livingston Essential Transportation Services (LETS) is a lift-equipped small bus system which offers transportation throughout Livingston County. LETS provides a dial-a-ride service within the county for citizens with alternative mobility needs, limited service for persons to county dialysis centers, and a Regional Service for medical appointments in Ingham, Genesee, Oakland and Washtenaw Counties. Reservations for the Regional Service requires up to six weeks in advance.

Ride with Pride offers personal transportation choices to people with disabilities to and from their places of employment in the Livingston and Oakland Counties. The program is in effect since April 2001. The Program is sponsored by Highland Township, Milford Township, and the Village of Milford.

In absence of traditional fixed-route service, the para-transit options for the study area is limited to demand-responsive curbside service provided by multiple providers. Figure 1 indicates the gaps in transit that is provided by SMART and AATA in relation to the study area.

People's Express, Northfield Human Services

People's Express is the para-transit arm of the Northfield Human Services. Northfield Human Services is a non-profit organization that was founded in 1991. NHS currently operates para-transit/Dial-a Ride service primarily for the eastern sections of the Livingston and Washtenaw Counties. The ridership information for the last two years (2003 and 2004) was received from the Northfield Human Services.

The staff of Northfield Human Services includes the Director of the Agency, 9 drivers, 3 office personnel and several volunteers. The vehicles mix includes the following:

- 1 Minivan
- 3 Vans
- 3 Buses
- 2 Cars

Between May and December of 2002, a total of 30,500 passenger miles were served by NHS. In 2003, a total of 95,758 passenger miles were served. The ridership numbers for the current reflect significant growth as a total of 64,772 total passenger miles were served in 2004. Almost 77-percent of the total rides were originated from Washtenaw County and the other 23-percent were from the Livingston County.

It is important to note that the number of total rides by Northfield Human Services significantly increased in the last two years, with a 62-percent growth in ridership numbers. This clearly demonstrates that not only the need for para-transit and demand responsive service exists but it is growing at significant rate.

Figure 9: Total Number of Rides

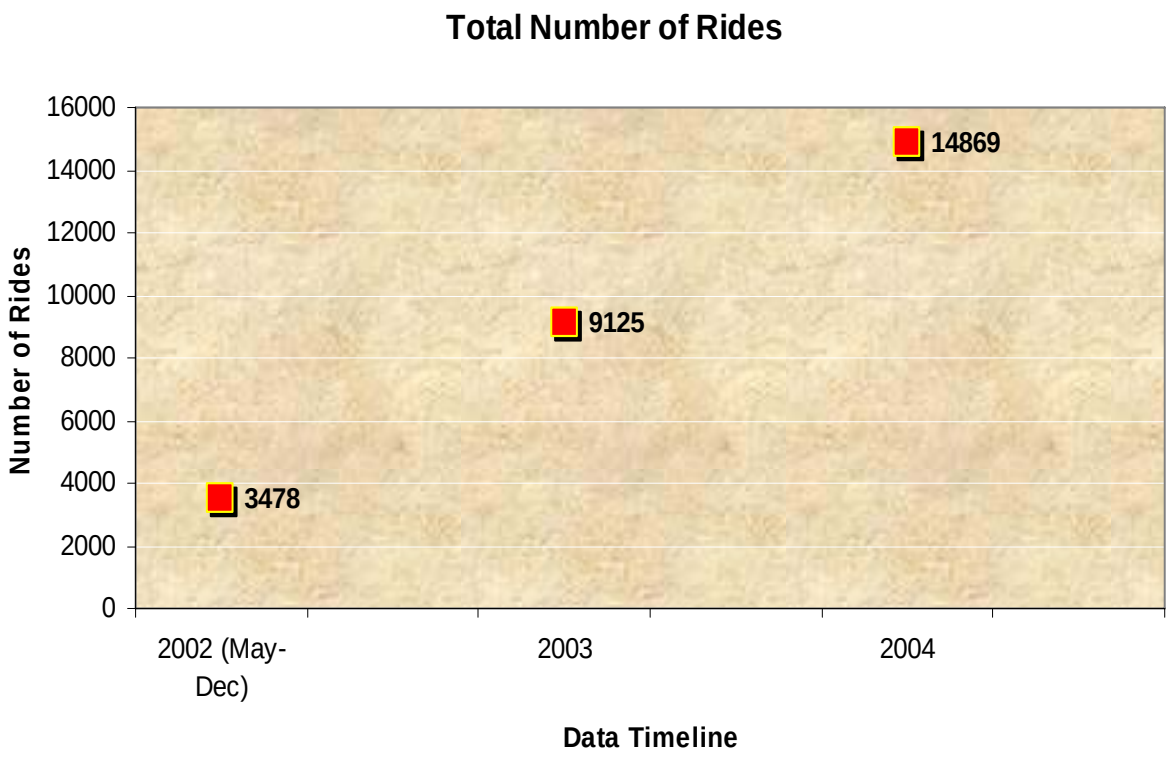
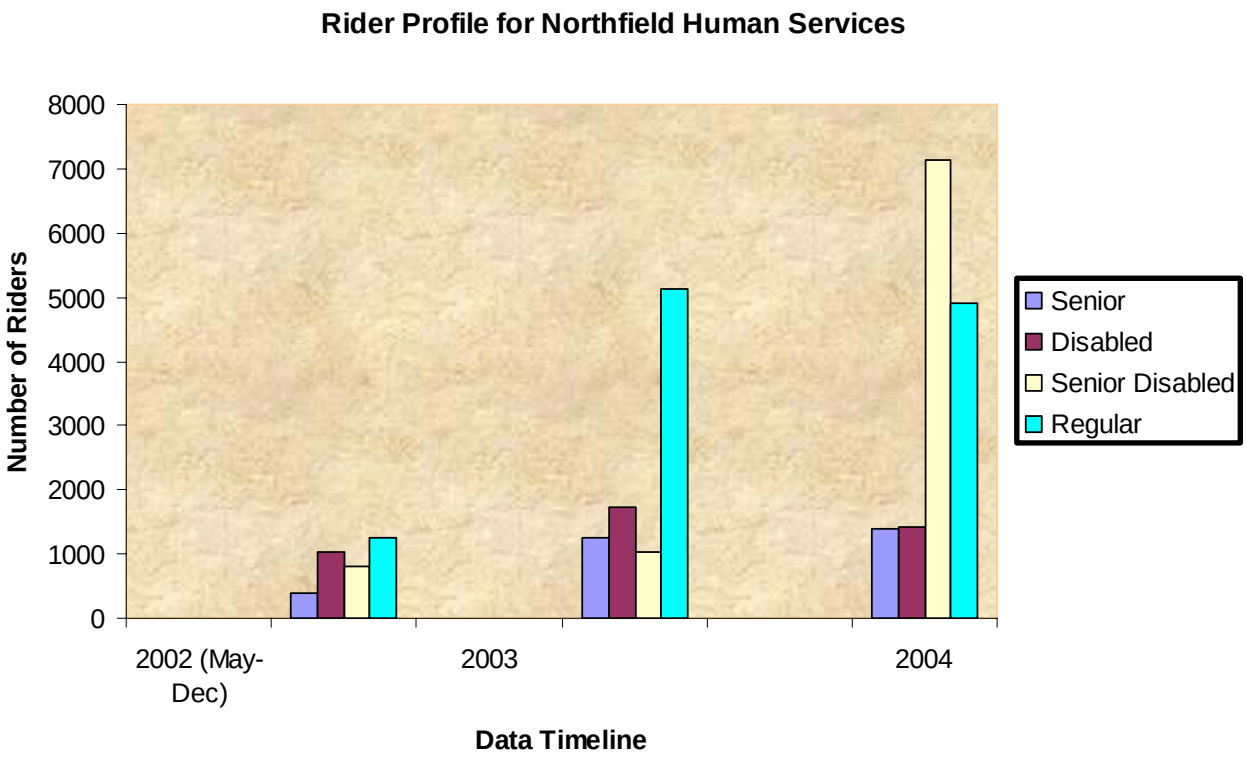


Figure 10: Rider Profile for NHS

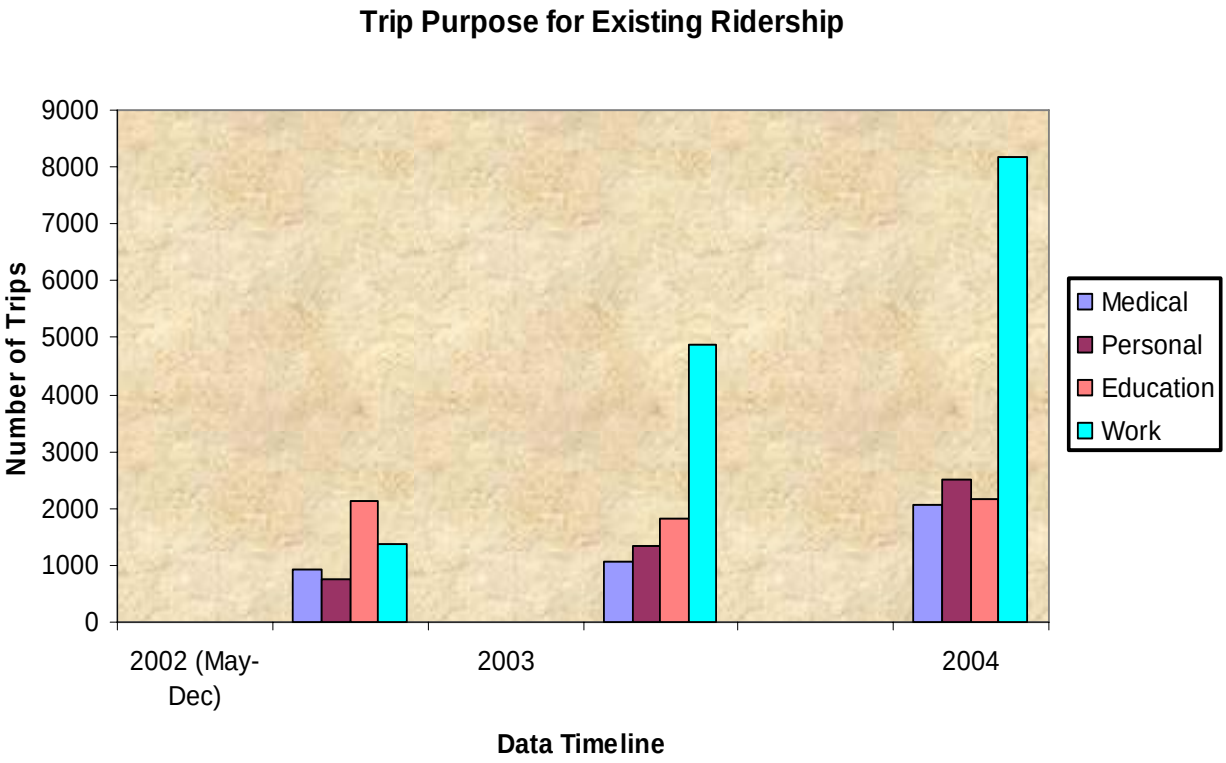


The ridership analysis indicates the transportation services of People Express are undertaken primarily for work trips. Education/school trips were the second in 2002 and 2003. The data for the current year indicates a marginal decrease in educational trips but a relative increase in other personal non-medical trips. This information indicates that People's Express is serving a critical function of providing an alternative to personal automobile in a study area that does not offer a transit choice.

Given the ridership distribution, the Job Access and Reverse Commute grants are likely to be a good funding source for People's Express. The Job Access projects are targeted at developing new or expanded transportation services such as shuttles, vanpools, new bus routes, connector services to mass transit, and guaranteed ride home programs for welfare recipients and low income persons. Reverse Commute projects provide transportation services to suburban employment centers from urban, rural and other suburban locations for all populations. Criteria for evaluating grant applications for Job Access and Reverse Commute grants include:

- Coordinated human services/transportation planning process involving state or local agencies that administer the Temporary Aid to Needy Families (TANF) and Welfare-to-Work (WtW) programs, the community to be served, and other area stakeholders;
- Unmet need for additional services and extent to which the service will meet that need;
- Project financing, including sustainability of funding and financial commitments from human service providers and existing transportation providers;

Figure 11: Trip Purpose for Existing NHS Riders



Other factors that may be taken into account for the Job Access funding include the use of innovative approaches, schedule for project implementation and geographic distribution. In preparing a funding application for JARC review, a detailed geographic distribution and /or origin and distribution of the work trips will be important.

Ride With Pride

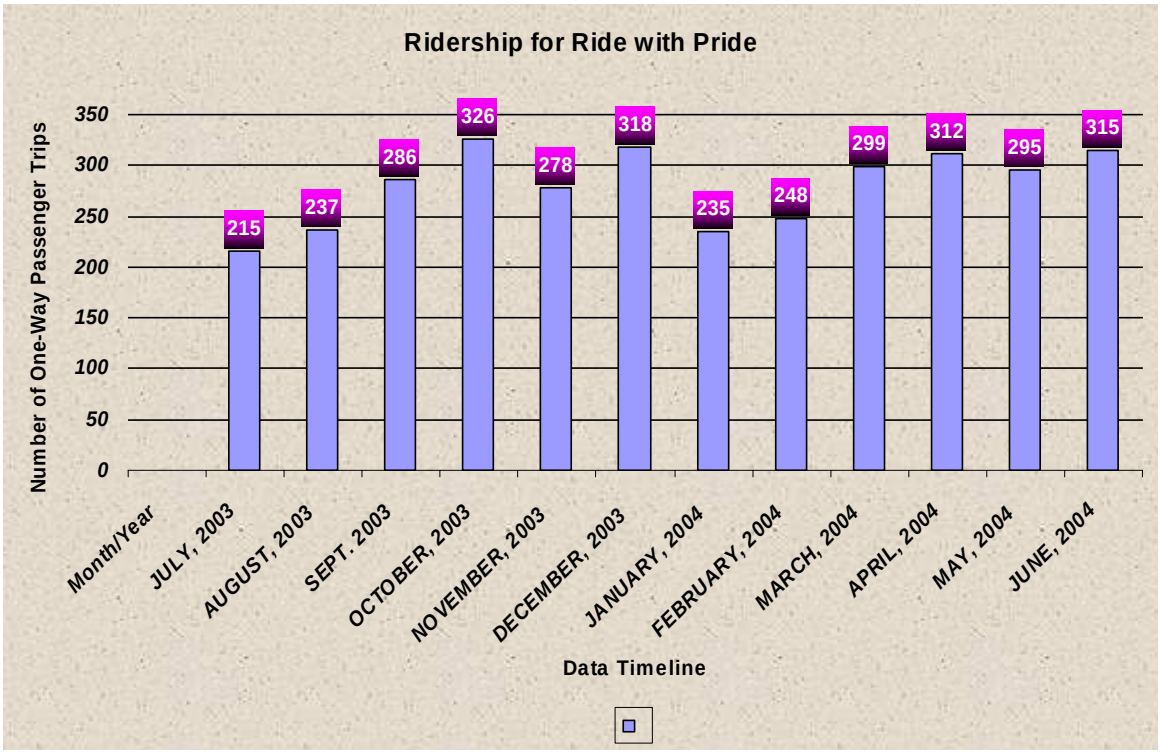
Ride with Pride transports permanently disabled adults who are unable to obtain a driver's license to and from their places of employment. The concept for the program was developed in 1997; the first person was transported to work on April 16, 2001. The Program is sponsored by Highland Township, Milford Township, and the Village of Milford. Financial support comes from the Community Development Block Grant budgets of each municipality plus additional general budget funds, donations from community businesses and the rider fees. The Director of the Highland Senior Center is also the director of Ride with Pride and the Senior Van program of Highland and Milford. The Village of Milford handles all the financial affairs of the Program. The staff of the program consists of a Dispatch Coordinator and two (2) part-time drivers. The nine (9)-passenger van with a wheelchair lift was purchased with funds from Highland and Milford Townships. Huron Valley Schools and the vehicle maintenance department of the Village of Milford provide maintenance on our vehicle.

The riders are charged $2.00 per trip. The program operates from 7:00 A.M. until 7:00 P.M. Monday through Friday, but does not operate on holidays.

To qualify for the program, a potential rider must be a certified, permanently disabled adult (over 18 years old), unable to obtain a driver's license and be employed. The person also must be a full-time resident of any of the sponsoring municipalities. The applicant submits an

application to the Program, upon a committee review; the applicant is notified of acceptance or denial usually within a few days. Tickets may be purchased by submitting a "Request for Tickets" to Ride with Pride, P.O. Box 456, Highland, MI 48357-0456 or directly at the Highland Senior Center at 209 North John Street, Highland, MI 48357. Ride with Pride is located at the Highland Station House at 205 West Livingston Road, Highland, MI 48357.

Figure 12: Ridership for Ride with Pride Van Program



Month/Year	Hours of Operation	One-way Passenger Trips	Actual Miles	Number of Passengers
JULY, 2003	264	215	2688	172
AUGUST, 2003	252	237	2590	167
SEPT. 2003	252	286	2644	193
OCTOBER, 2003	276	326	3033	219
NOVEMBER, 2003	240	278	2460	181
DECEMBER, 2003	264	318	3025	208
JANUARY, 2004	240	235	208	160
FEBRUARY, 2004	231	248	2565	159
MARCH, 2004	260	299	2858	200
APRIL, 2004	262	312	3390	205
MAY, 2004	240	295	2912	192
JUNE, 2004	256	315	2912	230
TOTALS:	3037	3364	31285	2286

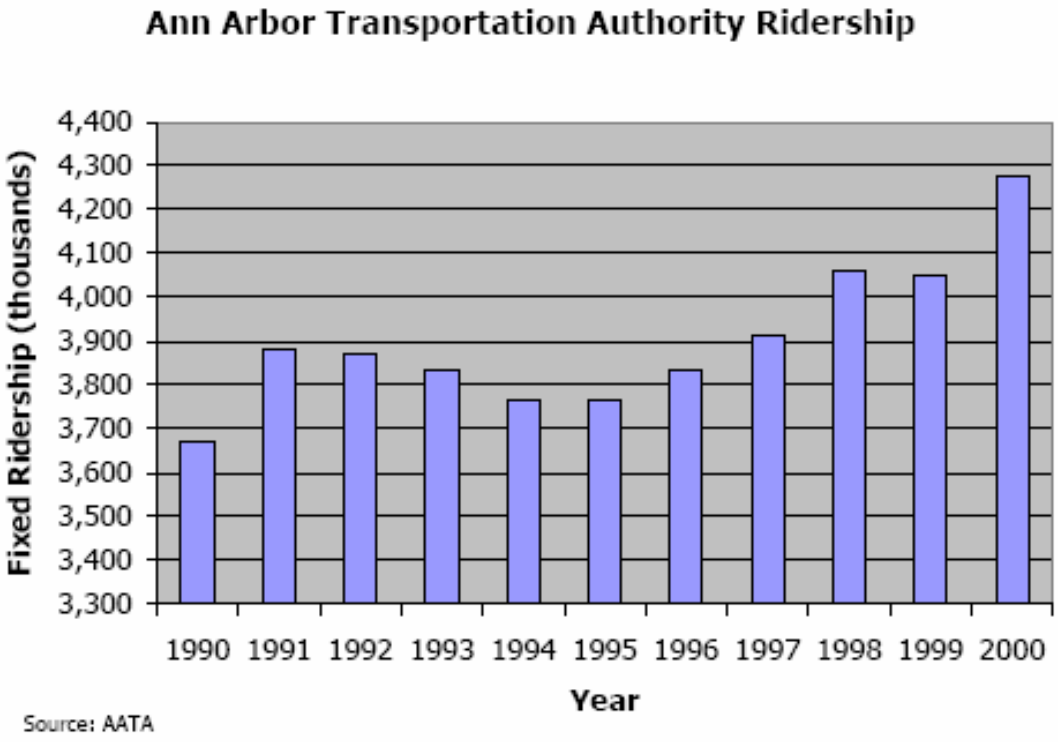
Adjacency Benefits- Transit in Supporting Fixed Route Systems

One of the important caveats for a successful Para-transit network is to collaborate and coordinate with successful fixed route system in outlying area.

The Ann Arbor Transportation Authority (AATA) is the major provider of public transit in Washtenaw County that serves the southern end of the study area. The review of the fixed rider ship data from 1990 to 2000 indicates a 16-percent increase. The AATA fixed route service area includes the cities of Ann Arbor and Ypsilanti and the urbanized portions of Pittsfield, Ypsilanti, and Superior Townships, as well as limited service to Chelsea, Dexter, and Saline. Ridership has increased by over 16% since 1990, from 3,670,953 riders to over 4.2 million riders in 2000. Ridership has increased steadily since 1995. AATA also provides an extensive amount of demand-responsive service (i.e. door-to-door service for people with disabilities, seniors, and late night service). AATA operates some demand-responsive service directly, and subcontracts with Yellow Cab for the remainder. The Fiscal Year 2000 demand-responsive service ridership was 251,107.

The review of the ridership trends for the People's Express, Northfield Human Services, Ride with Pride indicate significant and steady growth and validate alternative transportation needs in the study area. The study area communities are not currently served by fixed route transit services that are provided by SMART in the suburbs and outlying areas. Most of the communities have opted out of SMART.

The current land use patterns and the dispersed residential and commercial development results in low population density and does not support traditional fixed route transit. It is important to note that the alternative transportation needs that is being met by the human service organizations including People's Express and Ride Share with collaboration to larger transit entities like AATA Ride Source is likely to increase in future. As mentioned earlier in the section on demographic profile



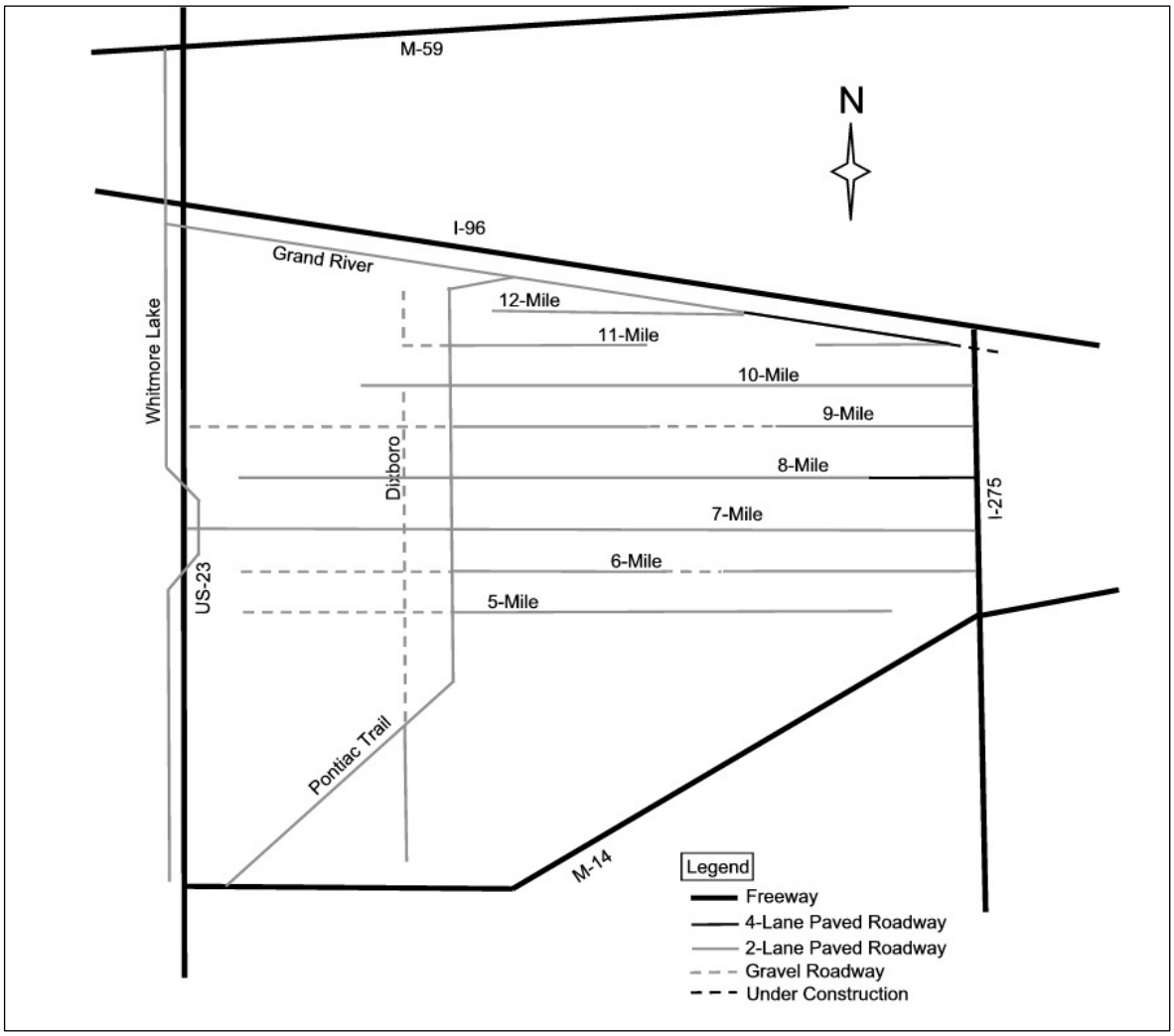
Service and Route Recommendations

An inventory of current roadway system was conducted in developing the service and route recommendations. A second field review was conducted to verify the routing assumptions in the context of the major trip generators.

First Field Review- Inventory of Roadway Conditions

In September of 2004, a field review was conducted to document feasible transit routes to connect the Ann Arbor surrounding area to areas to the north. Information such as travel time, roadway geometry, and roadway composition (paved or gravel) were recorded. The map below provides the recorded roadway geometry and roadway composition information graphically in Figure 2.

Figure 6: Roadway Conditions with Geometry Information



The majority of all the roadways driven, with the exception of the freeways, were two-lane (one in each direction) roadways. A description of each roadway driven on the day of the field review is provided below.

Grand River Avenue: This roadway is a two-lane roadway west of Twelve-Mile Road. From Twelve-Mile Road to Eleven-Mile Road it is a four-lane roadway with a turn-lane provided. On the day of the field review, Grand River Avenue was under construction east of Eleven Mile Road. The total travel time along Grand River Avenue from Novi Road to Whitmore Lake Road is 25-minutes during the off-peak time period.

Whitmore Lake Road: This roadway is a two-lane roadway from M-59 to south of M-14. The roadway jogs over US-23 near Eight-Mile Road and then travels through the actual town of Whitmore Lake which has a low travel speed of 25 mph. Whitmore Lake Road then jogs back across US-23 near Six-Mile Road and continues south into Ann Arbor. The total travel time along Whitmore Lake Road from M-59 to M-14 is 36-minutes during the off-peak time period. The total travel time along Whitmore Lake from Grand River to M-59 is 10-minutes.

Pontiac Trail: This roadway is a two-lane roadway from US-23 to Grand River Avenue. Travel speed is decent until around Nine-Mile Road and through South Lyon, where speed limits lower and congestion increases. The total travel time along Pontiac Trail from US-23 to Grand River Avenue is 28-minutes during the off-peak time period.

Dixboro Road: This roadway is a two-lane paved roadway south of Pontiac Trail to Warren Road. From Pontiac Trail to Ten-Mile road it is a gravel roadway. Dixboro Road ends at Ten-Mile Road and picks up again at Eleven-Mile Road north to Silver Lake Road. Travel time was not recorded as this route was not seen as a feasible alternative for transit in its current unpaved condition.

Twelve-Mile Road and Eleven-Mile Road: These two roadways are discontinuous as shown in the previous map within the study area. Travel times were not recorded for these roadways because of their discontinuity not making them prime candidates for transit routes.

Ten-Mile Road: This roadway is a two-lane roadway from Rushton Road to I-275. The total travel time was not recorded because of a stalled car causing a traffic jam on the day of the field review. This roadway passes through the South Lyon downtown and has a residential speed limit of 25 mph as it enters the downtown area.

Nine-Mile Road: This roadway is a gravel roadway from East Shore Drive to Pontiac Trail. From Pontiac Trail to Chubb Road it is a two-lane paved roadway. From Chubb Road to Beck Road it is a gravel roadway. From Beck Road to I-275 it is a two-lane paved roadway. The total travel time was not recorded because of a stalled car causing a traffic jam on the day of the field review. This roadway passes through the South Lyon downtown and has a residential speed limit of 25 mph as it enters the downtown area. Travel times were not recorded because of the gravel roadway portions of Nine-Mile Road not making it a feasible alternative for transit in its current unpaved condition.

Eight-Mile Road: This roadway is a two-lane roadway from Spencer Road to Sheldon Road. From Sheldon Road to I-275 it is a four-lane roadway. The total travel time from along Eight-Mile Road from Pontiac Trail to I-275 was 15-minutes.

Seven-Mile Road: This roadway is a two-lane roadway from East Shore Road to I-275. The roadway is not as direct as some of the other mile roads and has several offset intersections. That may be difficult for Transit vehicle to navigate. The total travel time along Seven-Mile Road from Pontiac Trail to I-275 was 18-minutes.

Six-Mile Road: This roadway is a gravel roadway from Spencer Road to Pontiac Trail. From Pontiac Trail to Napier Road, Six-Mile Road is a two-lane paved roadway. From Napier Road to Ridge Road, Six-Mile Road is a gravel roadway. From Ridge Road to I-275, Six-Mile Road is a two-lane paved road. The total travel time along Six-Mile Road from Ridge Road to I-275 was 10-minutes. The total travel time along Six-Mile Road from Pontiac Trail to Napier Road was 6-minutes.

Five-Mile Road: This roadway is a gravel roadway from Spencer Road to Pontiac Trail. The roadway extends to Hines Drive Parkway where an offset intersection is formed. This roadway was not driven east of Pontiac Trail on the day the field review was conducted because of time constraints.

A more detailed inventory of the roadways will be conducted once the transit routes are identified to ensure the geometric design consideration are met.

Second Field Review – Review of Geometric Standards

In November of 2004, a second field review was conducted to document existing intersection conditions along potential transit routes to connect the Ann Arbor surrounding area to areas to the north. Information such as turning radii, roadway geometry, laneage, and clearance height were collected to provide a basis for route. Photos were also taken at several of the intersections.

Pontiac Trail at Ten-Mile Road

This intersection is in the heart of downtown South Lyon and is a signalized intersection. The laneage and geometry are as follows:

Pontiac Trail South Leg
- One southbound receiving lane (13-feet)
- One northbound left-turn lane (10-feet)
- One northbound through lane with shared right-turn (11-feet)

Pontiac Trail North Leg
- One northbound receiving lane (10.5-feet)
- One southbound left-turn lane (9-feet)
- One southbound through lane with shared right-turn (11-feet)

Ten-Mile Road East Leg
- One eastbound receiving lane (11-feet)
- One westbound left-turn lane (9-feet)
- One westbound through lane and shared right-turn (10-feet)

The west leg of Ten-Mile road was not measured as it was not assumed to be an approach used by potential transit vehicles.

Overhead clearance at the intersection was at least 11-feet and there were no speed bumps on any of the approaches. Turning radii exceed 50-feet for southbound left-turning vehicles and westbound left-turning vehicles. Northbound and westbound right-turn vehicles have turning radii of approximately 35-feet.

Pontiac Trail at Eight-Mile Road

This intersection is two miles south of downtown South Lyon and is a signalized intersection. The laneage and geometry are as follows:

Pontiac Trail South Leg
- One southbound receiving lane (11-feet)
- One northbound left-turn lane (11-feet)
- One northbound through lane (11-feet)
- One northbound right-turn lane (12-feet)

Pontiac Trail North Leg

- One northbound receiving lane (11-feet)
- One southbound left-turn lane (10.5-feet)
- One southbound through lane (11-feet)
- One southbound right-turn lane (12-feet)

Eight-Mile Road East Leg

- One eastbound receiving lane (11-feet)
- One westbound left-turn lane (11-feet)
- One westbound through lane (11-feet)
- One westbound right-turn lane (11-feet)

The west leg of Eight-Mile road was not measured as it was not assumed to be an approach used by potential transit vehicles (gravel roadway).

Overhead clearance at the intersection was at least 11-feet and there were no speed bumps on any of the approaches. Turning radii were equal to or exceeded 50-feet for all right and left-turning vehicles. Adjacent land uses include a mixed-retail development containing a Kroger. Brookdale Square, a large mixed-retail development containing a Farmer Jack also exists along Pontiac Trail near Nine-Mile Road.

School busses were observed making left-turns from westbound Eight-Mile to southbound Pontiac Trail.

Pontiac Trail at Seven--Mile Road

This intersection is a four-way stop-controlled intersection. The laneage and geometry are as follows:

Pontiac Trail South Leg

- One southbound receiving lane (11-feet)
- One northbound through lane with shared left and right-turns (11-feet)

Pontiac Trail North Leg

- One northbound receiving lane (11.5-feet)
- One southbound through lane with shared left and right-turns (11-feet)

Seven-Mile Road East Leg

- One eastbound receiving lane (12-feet)
- One westbound through lane with shared left and right-turns (12-feet)

Seven-Mile Road West Leg

- One westbound receiving lane (11-feet)
- One eastbound through lane with shared left and right-turns (11-feet)

Overhead clearance at the intersection was at least 11-feet and there were no speed bumps on any of the approaches. Turning radii exceeded or were equal to 50-feet for all right and left-turning vehicles with the exception of the westbound right-turn (40-feet).

A school bus was observed making a southbound left-turn onto eastbound Seven-Mile Road.

General Observations

- Whitmore Lake Road varies in width and gets as narrow as 9.5-feet for a travel lane.
- Transit could utilize US-23 to the Eight-Mile Road exit to go into downtown Whitmore Lake (Senior Center).

- Grand River Avenue does not have an interchange with I-275.
- Whitmore Lake Road at M-59 is currently under construction, but the intersection is a major intersection and should provide no turning radii issues for Para transit vehicles.
- The interchange of US-23 and M-59 could also be utilized for transit access to this area.

The assessment of roadway conditions in the study area was conducted to provide a framework for the routing recommendations with specific attention to overhead clearance at major intersections and speed bumps etc. on any of the approaches. No speed bumps were observed in the study area. M-59, I-96 and I-94 are the major east-west roadways that are recommended while US-23, Pontiac Trail and I-275 are recommended for major north-south routes.

Organizational Structures

The most comprehensive coordination strategies involve the consolidation of individual programs into a coordinated transportation system. There are several basic categories which can be used to describe coordinated systems: the lead agency, brokerage and administrative agency models. Although, many variations are possible, based on local needs and resources, and many actual coordinated systems are hybrid structures.

Lead Agency Model

In this type of coordinated system, one agency handles most of the functions associated with the provision of transportation services for other agencies, such as administration, grants management, scheduling and dispatching, vehicle operations, and vehicle maintenance. Typically, the lead agency is either a human service agency that is responsible for a variety of programs and services including transportation, or a non-profit or other organization that is responsible for transportation services only. In the latter case, the lead agency is often referred to as a pure transportation lead agency.

Vesting responsibility for transportation services with an existing human service agency like Northfield Human Services with support of surrounding local cities and townships can be advantageous when the demand and/or commitment of resources are not high enough to justify the creation of a new transportation lead agency. Use of a lead agency can also lend stability to the coordinated system. The existing lead agency model often works well in rural areas, and can be the first step in the creation of a coordinated system that evolves into other models over time.

Brokerage Model

Coordination of transportation services through the establishment of a transportation "brokerage" has been shown to lead to increased efficiency and, as a result, improved mobility and/or cost savings. While brokerage by definition involves the centralization of some or all transportation functions, the role of the broker and the specific functions which it will perform can be selected to fit the circumstances of each particular situation. With the goals of maximizing service availability and minimizing duplication and gaps in service, a brokerage provides coordination within and between the various service providers. A single entity is established or designated to manage the service network and serve as an information clearinghouse and contracting entity. The broker may be a public agency, a private non-profit organization, or a professional brokerage management firm. The agencies that choose to participate in a brokerage determine the level and quality of service they would like to obtain and establish their own desired service policies regarding such issues as fares, allowable trip purposes, or degree of driver assistance. The purchase (or provision) of service through a transportation broker is normally a voluntary choice on the part of each agency. Some may have a financial incentive to participate, due to the high costs (cost per passenger trip or per vehicle hour) or low productivity (trips per hour) of their own services. Others may choose to purchase service from the broker even if they do not realize significant cost savings, so that they no longer need to operate transportation service directly, and are able concentrate on the main mission of their organization. In addition, there may be agencies that are interested in and equipped for operating service as a provider under contract to the broker, due to their transportation expertise, reasonable costs, and/or available capacity in their vehicle fleets.

Due to the a minimum number of trips required by a number of agencies are funneled through the broker, more trips can be scheduled on each vehicle than would be possible otherwise; as a result, the cost of providing each trip decreases. However, savings are gained not only from the more efficient scheduling of trips but also from the competitive procurement of contract providers/providers by the broker. Because of the high volume of trips achieved by combining the various agencies' transportation programs, more providers are likely to be interested in

bidding for work. This can result in increased competition among providers, and therefore, lower rates.

Core broker functions typically include that NHS provides:

- Carrier procurement
- Contract management
- Customer registration
- Record keeping and accounting
- Quality assurance and customer relations

Additionally, the broker may perform:

- Eligibility determination
- Scrip/voucher sales
- ***Trip reservations***
- ***Assignment of trips to providers (including agencies that are under contract as providers) or vehicle scheduling***
- ***Dispatching***
- Provision or procurement of vehicles, maintenance, fuel, insurance or training services
- Drug and alcohol testing
- Information and referral services
- Operation of vehicles

As discussed in the earlier section, the para-transit providers in the study area are coordinating their service and using a combination of a centralized dispatching system with their individual dial-in requests. RideSource is primarily responsible for three key functions trip assignment, trip generation and dispatching.

The discussion of brokerage service in this section therefore proves to be even more applicable to the existing operating conditions. The discussion below offers different choices of modified brokerage systems

Most brokerages fit one of several models, which are distinguishable from each other primarily by the roles that the broker plays in trip reservations, scheduling, and vehicle operation. In a ***centralized brokerage***, all trip reservations and vehicle scheduling are performed by the broker. Customers of all participating agencies (or agency personnel on behalf of their customers) call the broker to book their trips. The broker then develops schedules for each of the contract providers, choosing the most appropriate and cost-effective provider to serve each trip.

In general, centralized reservation intake, as well as centralized scheduling, offers more control over the balance between productivity and service quality and is especially appropriate to an environment where providers are operating dedicated vehicles. In a ***decentralized brokerage***, the broker performs the basic administrative/management functions such as provider procurement, contract management, customer registration, record keeping and accounting and quality assurance and customer relations. Each provider is responsible for performing its trip reservations and scheduling. While the brokerage does not incur the start-up and ongoing costs associated with a central reservations and scheduling staff and computer and telephone systems, there is less control over the trips that are charged to the brokerage, the quality of service provided, and the productivity of vehicle schedules. On the other hand, decentralized scheduling means that the providers' existing reservations/scheduling staff and equipment are utilized, and opportunities for scheduling brokerage trips onto vehicles with which the providers are providing other service are not missed, as they are in a centralized brokerage.

A ***hybrid brokerage*** combines centralized reservations (performed by the broker) and decentralized scheduling (performed by the providers). The broker is responsible for receiving requests for service from customers and assigning trips to providers, who then develop their own vehicle schedules for those trips. Such an arrangement allows the broker to maintain control over eligible trips and the choice of the most appropriate and cost-effective provider for each trip yet makes use of the providers' existing scheduling capabilities and opportunities to share vehicles with non-brokerage trips. It also requires communication between the broker and the providers throughout the day, as customers or drivers call to check on arrival times, locations, addresses, and so forth, and after the final outcome of the trips assigned to each provider, for billing and reporting purposes.

A ***partial brokerage*** is characterized by the provision of some direct vehicle operation as well as centralized reservations and scheduling by the broker. In this model, the broker is often a private non-profit organization or human service agency that is already responsible for providing transportation and related administrative and management services for other agencies as well as for its own customers; as a broker, the organization also purchases some trips from contracted providers to augment the service it operates directly. For example, the broker may purchase trips from taxi operators during peak travel times when its own vehicles are operating at capacity, or during periods of low demand, such as evenings and weekends, when such trips are more cost-effective than those provided on its own vehicles. A partial brokerage is beneficial when there is an agency in place that could take the lead in a coordination effort both as an administrative agency and as a service provider. The vehicles and other resources of this agency would be utilized, but augmented with the services of cost-effective contract providers where appropriate. The start-up and ongoing administrative costs of a partial brokerage are generally lower than those associated with the centralized, decentralized and hybrid brokerage models described above. The main disadvantages to a partial brokerage are that the broker may place a higher priority on serving its own customers and/or lose its objectivity when allocating trips between itself and other providers, or be *perceived* as having such biases by agencies participating in the brokerage.

Brokerage Design Issues

In addition to the division of responsibility for the performance of the transportation functions between the broker and the service providers, there are several other issues to be considered in the development of a brokerage design, including:

- Number of service providers (one or multiple providers)
- Service area (one single service area, or multiple service zones)
- Purchase of service by the broker from the provider(s) on dedicated vehicles by the
- vehicle hour, or on undedicated vehicles by the passenger trip

EXAMPLE: WHEELS, Inc. (Philadelphia, PA): Transportation Brokerage

WHEELS is a non-profit organization that was founded in 1959 to provide free non-emergency medical transportation for low-income residents of the Philadelphia area. Since 1981, WHEELS has been providing service through a transportation brokerage that includes fixed route transit services operated by SEPTA, paratransit service provided by local profit and non-profit operators, and a volunteer driver program. Medicaid transportation is provided under contract to the Pennsylvania Department of Public Welfare for residents of Philadelphia County. The volunteer division, funded by foundation grants and private donations, serves residents of Philadelphia and Chester Counties. WHEELS also brokers transportation to medical care and other support services for persons with HIV or AIDS who are without transportation options, using Ryan White Title I funds under contracts with the City of Philadelphia (for service within the city and in surrounding counties) and the State of New Jersey (for service in four NJ counties in the Philadelphia area).

As the broker, WHEELS is responsible for all aspects of service provision except for the operation of vehicles, including:

- Overall management
- Administering contracts with both sponsor agencies and service providers
- Selection of service providers by competitive procurement
- Submission of invoices to sponsor agencies and payment of service providers
- Monitoring of on-street service provider adherence to equipment, driver training, and other specifications
- Data collection, record-keeping and reporting
- Client eligibility determination
- Reservations and scheduling

WHEELS assigns approximately between 4,000 and 5,000 trips per day to SEPTA bus and rail services, and distributes transit passes to clients when appropriate. Nearly 10,000 paratransit trips are assigned each day to the seven providers under contract to WHEELS, at an average cost of $8.71. About 150 vehicles are utilized in the delivery of these trips. About 25,000 rides per year are provided by volunteer drivers. *(Reference: Para Transit Manual, FTA 1998)*

Administrative Agency Model

In a coordinated system developed on the administrative agency model, one entity, usually a public agency and most often a transit authority, is responsible for the provision of coordinated transportation services. This model can be the final stage in the development of a coordinated system that began as a means of providing mobility for human service agency clients and evolved over time into a community transportation system available to the general public.

Variations of this model that incorporate the lead agency and brokerage models are possible. Although the administrative agency has overall responsibility for the provision of service, it can contract with a lead agency or a broker to perform certain functions, or it can act as a broker itself. In all cases, the administrative agency is likely to handle planning, grants management, billing and reporting to participating human service agencies, and possibly the acquisition of vehicles and other equipment. If it contracts with a lead agency, that agency carries out all the functions associated with management and operation of the transportation services: client registration (and perhaps eligibility), reservations and scheduling, vehicle operations and dispatching, and tracking the information needed for billing and reporting to funding sources and participating agencies. If the administrative agency acts a broker itself, it adds management of contracts with participating human service agencies (for the purchase of services) and with transportation providers (for the operation of services) to its duties. It will also register clients and track financial and operational statistics.

As a broker, the administrative agency may handle trip reservations and scheduling and dispatching, or may place that responsibility with its transportation providers, following one of the brokerage models described above. If the administrative agency contracts with a broker (which could be a public or private nonprofit agency or a professional brokerage management firm), it may retain management of contracts with human service agencies, but the broker will be responsible for administering and monitoring contracts with transportation providers, registering clients, and tracking financial and operational statistics. Again, the broker may also take trip reservations, schedule trips onto vehicles, and provide dispatching, or may require transportation providers to handle these functions.

As mentioned earlier, RideSource is utilized for trip coordination and referral service for people in Washtenaw County who use more than one transit provider to complete their trips.

Coordinating transportation services through an administrative agency can provide more access to public funding from the Federal Transit Administration (FTA), state or local general funds, and/or dedicated tax revenues. It may provide the highest level of stability of all the possible coordination models, and establish transportation as a local public service.

Public Involvement and Interagency Coordination

The transportation providers in the study area can improve the coordination between their programs and services in a number of ways, ranging from informal, cooperative efforts to significant, formal changes to the service delivery network and the roles of participating organizations.

Lower Level Coordination Strategies

The more informal coordination strategies include cooperative efforts among providers to:

- Share information and provide referrals
- Submit joint grant applications
- Obtain training for drivers and other staff
- Share vehicle maintenance and storage facilities
- Jointly procure items such as vehicles, insurance, maintenance services, fuel or computer hardware/ software

Activities requiring a more formal coordination effort include coordinated procurement of vendors, purchase of service contracts, and vehicle sharing among providers could be addressed by the study committee as a next step.

How Coordination Works

The goals of coordinated transportation system are to increase the number of people served and the number of rides provided. Coordination achieves these goals through better resource management.

To achieve greater efficiencies, the community needs to focus on reducing the duplication and fragmentation in operating, administering, planning and funding the transportation services. Useful strategies include:

- Reducing operating and administrative salaries
- Reducing capital costs on vehicles and other equipment
- Reducing other operating costs such as maintenance and insurance

To achieve more productive transportation services, the community should focus on improving the accessibility, affordability, availability of transportation services. Useful strategies include:

- Increasing days and hours of service,
- Increasing service areas
- Increasing kinds of persons and trip purpose served
- Increasing the accessibility of vehicles in the fleet of persons with persons of special needs
- Increasing passenger assistance and customer service training for drivers and dispatches
- Increasing passenger assistance and customer service training for drivers and dispatchers.
- Increasing public information concerning services
- Increasing funding to help pay for the costs of specific trips.

Local and Regional Inter-Governmental Agreements

The importance of inter-governmental agreements in providing local transit for underserved areas is paramount. A number of successful intergovernmental agreements are listed in this section that could be used as a reference along with an applicable enabling legislative statute.

Metropolitan Transportation Authorities Act of 1967

This statute establishes regional transportation authorities which consist of one or more contiguous counties. An authority is established if a majority of the County Board of Commissioners of one or more contiguous counties elect to establish or participate in an authority. MCLA 124.401 et seq. This act also provides for creation of a regional transit coordinating council for the counties of Livingston, Monroe, St. Clair and Washtenaw, and for creation of the Southeastern Michigan Transportation Authority.

The following section provides detailed information on a sample of successful intergovernmental agreements.

Project
The Chelsea Area Planning Team (CAP) was formed by a group of community leaders concerned about growth pressures in and around the Village of Chelsea. CAP includes representatives from the Washtenaw County Planning Department, the Chelsea Chamber of Commerce; the Chelsea School District; the Village of Chelsea, and Dexter, Lima, Lyndon, and Sylvan Townships. CAP created a regional land use master plan to effectively address issues affecting the entire community. In particular, those issues include growth management, roads, public utilities, and manufactured housing. The Washtenaw County Metropolitan Planning Commission coordinated the efforts by providing technical planning assistance that individual units could not afford on their own.

South Lyon, Lyon Township, Green Oaks and Putnam Township are currently forming a similar regional arrangement to address the public transportation needs at an inter-municipal level. The development is especially encouraging as it could pave the way for more involved institutional arrangement.

Chelsea Area Regional Plan (CAP)

Participants
Chelsea Village, Chelsea Area Chamber of Commerce, Chelsea School District, Dexter Township, Lima Township, Lyndon Township, Sylvan Township, Washtenaw County Board of Commissioners, Washtenaw County Metropolitan Planning Commission.

Project
The Chelsea Area Planning Team (CAP) was formed by a group of community leaders concerned about growth pressures in and around the Village of Chelsea. CAP includes representatives from the Washtenaw County Planning Department, the Chelsea Chamber of Commerce; the Chelsea School District; the Village of Chelsea, and Dexter, Lima, Lyndon, and Sylvan Townships. CAP created a regional land use master plan to effectively address issues affecting the entire community. In particular, those issues include growth management, roads, public utilities, and manufactured housing. The Washtenaw County Metropolitan Planning Commission coordinated the efforts by providing technical planning assistance that individual units could not afford on their own.

Impact
The process also brought together citizens from the entire area to talk about issues, most of which are shared across boundaries. The result was a joint regional planning effort that spanned more than two years and a regional plan that serves as a basis for coordinating community master plans. The Chelsea Area Regional Plan encompasses issues ranging from common land use plan districts, to affordable housing, to the provision of sewer and water services. Participating local units are now in the process of adopting the plan and amending their local plans in accordance with the policies and recommendations in the regional plan. The regional plan is not meant to usurp local control of land use. Instead, it provides the basis upon which local unit master plans can be developed and, in turn, where zoning and land use decisions are made.

The plan has dramatically improved communication and collaboration on issues of multi-jurisdictional impact, enhanced the technical assistance received from the county, created more efficient provision of public services and land use, and established an innovative toolbox for enhancing quality of life in the Chelsea area.

Update
Since 2001, the Chelsea Area Regional Plan has been updated and the four townships have passed resolutions endorsing the plan. At the same time, Washtenaw County State Representative Chris Kolb introduced legislation providing for joint municipal planning. HB 4284 has since passed the legislature and was signed by Governor Granholm in December 2003. This legal authority to enter into voluntary agreements may result in similar plans in other parts of the state. The Chelsea Area Regional Plan is just one of the many fine examples of collaboration among northwest Washtenaw County communities. Other collaborative efforts include the Chelsea Area Fire Authority, Chelsea District Library, Multi-Lakes Water and Sewer Authority, and the Western Washtenaw Recycling Authority.

Contact information
Amy Golke, Washtenaw County Department of Planning and Environment, (734)222-3939.

2000: Courts and Law Enforcement Management Information System (CLEMIS)

Participants
The Oakland County CLEMIS Consortium includes 150 public-safety agencies in Oakland, Wayne, Washtenaw, Macomb, Livingston, and Genesee Counties.

Project
Oakland County's Courts and Law Enforcement Management Information System (CLEMIS) is utilizing state-of-the-art technology to reinvent law enforcement services as a regional network. CLEMIS is a centralized regional database available to law enforcement agencies and sheriffs departments in the region. Although originally begun as a service for agencies within Oakland County, agencies outside the county have also joined the program.

The CLEMIS records management system is used to analyze criminal activity, manage police reports, and produce the required reports to state and federal government. The system is used for regional sharing of mugshot and livescan fingerprint data, crime activity analyses, video conferencing, and video arraignments. Emergency call centers are equipped with robust applications on computer-aided dispatch workstations. Timely information from local, state, and federal police databases are available to dispatchers. Dispatch screens, working with GIS applications, quickly display caller's phone number and location, including calls made from cellular phones. The automatic vehicle locator (AVL) system allows dispatchers to see the location of police and other public safety vehicles on their screens. Police vehicles are equipped with laptop computers built to withstand the rigors of police work. Through an integrated fiber-optic network, CLEMIS technology enhancements make date, voice, and video communication faster and more efficient for public safety situations, emergency 9-1-1 communications, and law enforcement records management.

Impact
By working together in a cooperative fashion, the CLEMIS partnership has been able to identify common interests and avoid redundant investments. Oakland County's technology arrangements serve the county's citizens as well as citizens in five neighboring counties by minimizing costs and maximizing public safety. Southeast Michigan is a safer place because of this excellent example of intergovernmental cooperation.

Update
CLEMIS has continued to grow since its inception. There are now over 300,000 cases on the centralized data system and over 1.5 million mugshots, more than some state systems. CLEMIS is now used by more than 150 public safety agencies in Oakland, Wayne, Macomb, Washtenaw, Livingston, and Genesee Counties, compared to 75 agencies in 2000. Most recently, technical improvements have further enhanced CLEMIS' regional mugshot system and its video arraignment system. It also provides support to the U.S. Department of Homeland Security, by providing training to the department's personnel.

Contact information
Robert J. Daddow, Assistant Deputy County Executive, Oakland County, (248)858-1650.

1999: Downriver Area Brownfield Consortium (DABC)

Participants
The Downriver Area Brownfield Consortium (DABC) is a collaboration of six communities – Dearborn, Monroe, Riverview, Romulus, Taylor, and Trenton.

Project
The Downriver Area Brownfield Consortium is an effort of six communities in the downriver area of Wayne County to develop, test, and implement a program to redevelop 'brownfield' properties. The program was developed as part of a successful 1996 application for funding from the U.S. Environmental Protection Agency (USEPA) Brownfield Pilot grand competition. Its core model has four elements: site identification, site assessment, due care planning, and site marketing. While these four elements are not new to brownfield redevelopment, the DABC has taken an innovative approach to ensure success, using a "response team" that integrates the disciplines of engineering, law, finance, and marketing to provide quick-time analysis and recommendations for processing sites through the program; placing a site's economic assessment and planning on equal footing with its environmental assessment and planning and collaborating among municipalities in order to reduce the cost of common actions necessary for redevelopment.

Impact
The DABC has secured cost savings of $100,000 in its first two years. This has allowed the USEPA grant to be extended well beyond the original two-year term. The DABC has become a regular information-sharing entity for its member communities. By June 1, 1999, the consortium had achieved significant accomplishments, including identification of nine brownfield sites with potential market values equal to, or exceeding, the estimated cost of remediation. Five of these sites were assessed and advanced from this program state. Four of the assessed sites were successfully sold or redeveloped. In addition, the DABC provided environmental work to facilitate redevelopment at three other sites.

USEPA staff acknowledged that out of more than 50 similar pilot programs in the Midwest, the DABC program is, by far, the most successful in achieving its and the agency's objectives.

Update
Since receiving the JPS award, the DABC has continued to assist in the redevelopment of brownfields in Southeast Michigan. It has received many other grants from the USEPA, including an additional $200,000 grant for petroleum-based sites; $50,000 for the "brownfields-to-greenfields" project and, most recently, a competitive $50,000-grant under the USEPA Smart Growth pilot program for evaluating the planning process among core communities. The objective is to develop a Redevelopment Readiness certification process for communities redeveloping brownfields.

Contact information
Fred Zorn, Director of Economic Development, City of Taylor, (734)374-2733.

1998: Eight Mile Boulevard Association

Participants
Thirteen local units of government, three counties, and representatives of businesses that border Eight Mile Road in Wayne, Oakland, and Macomb Counties.

Project
In the early 1990s, the 16 governments bordering Eight Mile Road oversaw a study of economic and physical conditions there, funded by the Michigan Department of Transportation (MDOT). Based on the study's results, the governments, along with MDOT, formed a permanent economic development organization to improve the corridor. The group organized as a 501 (c)(3) nonprofit association. Funding is primarily raised through dues from the local governments, non-government members, special events, corporate sponsorships, and foundation grants. The association's board of directors includes the mayors and township supervisors of 13 communities, the chief elected official in each of the three counties, and the director of MDOT. The 25-member board also includes up to 10 directors from the private sector. In addition to members represented by the board of directors, the non-voting membership consists of 105 businesses and 21 civic and nonprofit groups. Participating governments pay dues and receive economic development services at levels proportional to the length of their community on Eight Mile Road.

Impact
Through membership of the Eight Mile Boulevard Association (8MBA), communities can reduce the costs of economic development projects that benefit all members. For example, the landscaping and median signs built by the 8MBA cost $430,000. Of this amount, $220,000 came from the federal sources through the Intermodal Surface Transportation Efficiency Act (ISTEA), $180,000 from private contributions, and $30,000 from local and state governments. In addition, individual communities have collaborated on smaller projects including joint anti-prostitution and anti-drug patrols formed by seven communities during the summers of 1996 and 1997. The City of Detroit and the City of Eastpointe have collaborated to attract development and unify the appearance of the Eight Mile Road and Gratiot Road intersection. The good work of 8MBA has been noticed and has fostered the creation of other similar associations – Woodward Avenue Action Association and Telegraph Tomorrow.

Update
The 8MBA recently hired a new Executive Directory, Tami Salisbury who is currently completing two major projects for the association. The Bus Stop Project along Eight Mile Road will include 209 bus stops, new signage, and trash receptacles. There will also be 15 bus shelters with GPS systems so passengers can see when the next bus is arriving, and three transit centers at Eastland Mall, Northland Mall, and the Michigan State Fairgrounds. Groundbreaking on this project is expected in May 2004, and will be a major improvement to Eight Mile Road in both aesthetic terms and as an economic development vehicle. This $3.4-millioni project is being funded mainly by federal and state grants. Another major project is the Perennial Median Garden project. This consists of "gardens" in the medians along Eight Mile Road. Twenty-four 8MBA signs and 11 city locater signs will be included in the medians. This is another multi-purpose project that will play an essential part in enhancing Eight Mile Road.

Contact information
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1998: Jeffrey L. Potter

Project: Shared Administrative Building
South Lyon Mayor Jeffrey L. Potter is one of the region's foremost advocates for joint services. He has advocated for shared building facilities in the city and with neighboring communities. Mayor Potter played a key role in the success of the shared administrative building between the City of South Lyon and South Lyon Community Schools. This building provided joint use of conference rooms, lobbies, and parking lots and an enhanced environment for communication and collaboration between the city and the school district. He was also responsible for mobilizing efforts for a district library, a shared recycling center with Lyon Township, and a shared ambulance service.

Leadership
South Lyon Mayor Jeffrey L. Potter has been an advocate for joint services for many years. Eliminating local governments' duplication of services was the focus of his initial mayoral campaign. Mayor Potter gradually increased South Lyon's awareness of the benefits of joint services and made 'intergovernmental cooperation and mutual land use' the city's top priority.

The shared administrative building was a challenge for Mayor Potter because of initial opposition from both the school district and the City of South Lyon. He persuaded both city council and the school board to consider the advantages of the project until they became the building's most ardent proponents. His success was partly due to his ability to keep the community's civic leaders well informed about the proposal.

His accomplishments with the district library include promoting the library to South Lyon's electorate who approved a $2.5-million bond issue by a 2-1 margin, and then recruiting patrons outside South Lyon who wanted access to library services in the city. Other cooperative projects in which he was involved include a shared ambulance service that delivered faster and improved service and saved the city about $100,000 annually. He also persuaded the Lyon Township board to partner with the city in a shared recycling center, which they had originally rejected.

Update
Jeffrey Potter is currently an Oakland County Commissioner, for District 8, after serving as Mayor of the City of South Lyon for 13 years. His current district includes the cities of South Lyon, Walled Lake, and Wixom, and a portion of the City of Novi. He also represents the townships of Lyon and South Lyon. Commissioner Potter joined county government partly because of the vantage point it gives him for facilitating intergovernmental partnerships. He has been involved in several projects to improve the quality of life in Oakland County, including shared bike trail systems and interlocal/county road projects.

Contact information
Commissioner Jeffrey L. Potter, Oakland County, (248)858-0100.

1998: Shared Administrative Building

Participants
City of South Lyon and South Lyon Community Schools

Project
In August 1996, the City of South Lyon and South Lyon Community Schools entered a general agreement to share development and use of an administration building. This arrangement was driven by the need of both parties to expand and remodel their current facility. This plan negated the need for the city to purchase land (thereby preserving land for private use) and the school system to pass a bond issue for a new building. It is believed to be the first joint administration building between a city and a school district in Michigan.

The school district provided the site for locating the building and the city's Building Authority financed its construction with municipal bonds. The school district leased to the city their portion of land used for the city hall and shared boardroom for 99 years. The city's Building Authority leased the school district's portion of the building to the district for 15 years. The project's total cost ($2,656,105) was divided between the two entities—42 percent paid by the city and 58 percent paid by the school district.

This was a win-win situation because there were no site acquisition costs as the school district owned the land. The city was able to offer low-interest, 15-year bonds to finance the school district portion of the building. Both entitities split grounds repair costs and the school district provides grounds maintenance.

Impact
This project created an enhanced environment for communication and collaboration between the city and the school district, consolidation, and upgrade of telecommunication access to both entities. As a result of this project, residents have a single destination when accessing city and/or school district officials, which is a service improvement. The final benefit has been to make available one extra site for private development to increase tax revenue.

Update
The project has been very successful for both the school district and the city. Dr. William Pearson, Superintendent of the South Lyon School District says, "Things have gone very well…working out flawlessly." The location of the offices in the center of the city has also been an advantage for both groups and their mutual customers. City Manager Rod Cook also thinks it has been a positive arrangement.

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